



Impendle Municipality

2017/2018 - 2021/2022 IDP

DRAFT 2020/21 REVIEW

31 MARCH 2020

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PRELUDE THE EIGHT PRINCIPLES OF BATHO PELE

CONSULTATION - The public should be consulted about the level and quality of the services they receive from us and, wherever possible, should be given a choice about the services that are offered based on municipal services guidelines referred to in the Spatial Development Framework.

SERVICE STANDARDS - The public should be told what level and quality of public services they will receive so that they are aware of what they can expect from us.

COURTESY - The public should always be treated with courtesy and consideration

ACCESS - All members of the public should have equal access to the services they are entitled to

INFORMATION - The public should be given full, accurate information about the public services they are entitled to receive

OPENNESS AND TRANSPARENCY - The public should be told how national departments and provincial administrations are run, how much they cost, and who is in charge.

REDRESS - If the standard of service that was agreed to during consultation is not delivered, the public should be offered an apology, a full explanation, and a speedy and effective remedy; and when complaints are made, the public should receive a sympathetic and positive response.

VALUE FOR MONEY - Public services should be provided economically and efficiently, in order to give the public the best possible value for money.

Vision

“A better life to all people of Impendle through provision of sustainable access to basic services and promotion of social and economic development by 2030.”

Mission

“Impendle Municipality will strive for the realization of the vision through its Integrated Development Plan, Back to Basics and the Batho Pele principles by:

- Facilitating delivery of appropriate services and community facilities within acceptable norms and standards;
- Creating sustainable job opportunities and facilitation growth in the local economy;
- Creating opportunities for self-advancement for previously disadvantaged members of the community;
- Facilitating environmentally sustainable development and enhancement of the quality of the environment;
- Building a responsible, caring and accountable Local Government; and
- Creating an enabling environment for everyone to play a meaningful role in the affairs of the Municipality”.

FOREWORD BY HW THE MAYOR

Honourable Members of Impendle Council, Management Team and Staff of Impendle Local Municipality, in our endeavour to fulfil the service delivery mandate to the community as the Council, I am delighted to present the 2020/21 IDP Review to Impendle Council, Community, Staff and the South African Society and the World at large



During the IDP preparation period, an extensive public participation throughout the Municipality was undertaken during the month of November 2019 and February 2020 where we recorded a number of our communities' concerns in relation to service delivery within the municipality as we were giving feedback on the things that we achieved and those which we did not achieve. Like in the previous years, as much as our communities appreciate our efforts to meet their service delivery needs, it was established that provision of access to adequate water especially in Ward One (1), road, storm water, bridges, community halls, social facilities, electricity especially infills and network connectivity are still topping the list, in terms of socio-economic needs, the list is topped by unemployment, health, economic and skills development.

I am certain that as Councillors, Management Team and Staff of course with the assistance of Ward Committees, Ward Administrators, Government, Organized Advocacy Groups, Political Parties and the entire community at large we shall work together to achieve our vision of "A better life for all the people of Impendle through the provision of sustainable access to basic services and promotion of social and economic development by 2030" I hope as we are in the fourth review of our five year Term of Office we still represent people of Impendle with dignity and care as we are dedicated to use scarce resources we have, to produce the best out of them.

Local government is responsible for a number of important functions, which are critical for the standard and quality of living of the South African population. These include, amongst others, water and sanitation services, electricity provision, firefighting and disaster management, environmental health services, solid waste removal, road infrastructure, community services, streetlights, community security (policing) services, and local economic development planning. Each municipality plans for delivery of the services for which it is responsible in an integrated way through formulating an Integrated Development Plan (IDP). This plan forms the basis of the municipal budget, which is drawn up and implemented in accordance with the Municipal Finance Management Act (MFMA). Chapter three discusses IDP's and their link with the budget in more detail. Implications of the MFMA for the municipal budget process and actors are described in chapter two.

Public Participation

We have visited all stakeholders even those in remote areas as promised in the previous budget and IDP process. Already we've had consultative meetings with all property owners on property rates as well as the District wide IDP Representatives and locally focused IDP Forum. The budget and tariffs will be advertised widely in the press, the website and on our notice boards. The active involvement of our ward committees in the public participation process last year and during the course of mid-year 2019/2020 was commendable. We have to further intensify the involvement of ward committees and other community based organizations in the budget and IDP processes in the development of Community Based Planning (CBP) exercise as this would continue to entrench participatory democracy in our communities.

HW CLLR SG NDLELA SPEAKER/MAYOR

FOREWORD BY THE MUNICIPAL MANAGER

The Integrated Development Plan was developed following the five (5) National KPAs of the National Strategic Agenda that was adopted in 2002. The preparatory work done prior to the commencement of the IDP preparation process was the production of an “IDP Process Plan”. The Process Plan is a legislative mandate in terms of sec 28 of Municipal Systems Act, 32 of 2000 necessary to ensure proper management of the planning process, and to guide the production of the IDP. The Process Plan sets out the dates and actions to be performed and responsible personnel including the resources to be used. It further indicates the roles and responsibilities of the key role players and stakeholders of the IDP process. The Process Plan for the preparation of this IDP was adopted by Impendle Council in August 2018.

In line with the IDP and Budget the Municipality has developed a Draft Service Delivery and Budget Implementation Plan (SDBIP) which will be translated into a Performance Management System (PMS). This system serves as the monitoring and evaluation tool of our performance as the Municipality. It provides the Impendle Municipality’s stakeholders with a strategic approach setting out tools and techniques to regularly plan, periodically **monitor, measure and review organisational and individual performance** and sets out an effective and efficient planning framework that integrates planning for an IDP, Budget and Performance Management as required by sec. 38 and 41 of Municipal Systems Act 32 of 2000.

OUR SERVICE CHARTER

This charter sets out the standards that the community members can expect to receive when they access municipal services or contact the municipality and outlines how they can help the municipality to meet their expectations in the delivery of the first class service standards. The relationship with local citizens is governed by the constitution, legislations and policy obligations.

WHO WE ARE

Impendle Local Municipality is one of the smallest Municipalities in the Country. In terms of Section 9 of the Municipal Structures Act, 117 of 1998 the Impendle Local Municipality falls under Category B. Category B Municipalities (Local) share executive and legislative authority with Category C municipalities (District) within whose area they are located (as defined in Section 155 (1) of the Constitution (Act 108 of 1996)

The Impendle Local Municipality as Local Government is mandated by the Constitution of the Republic of South Africa to:

- a) Provide democratic and accountable government for local communities;
- b) To ensure the provision of services to communities in a sustainable manner;
- c) To promote social and economic development;
- d) To promote safe and healthy environment;
- e) To encourage the involvement of communities and community organizations in the matters of local government

Mr. ZC Tshabalala Municipal Manager

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AIDS	Acquired Immune Deficiency Syndrome
CBD	Central Business District
CBP	Community-Based Planning

CCTV	Close Circuit Television
CCMA	Commission for Conciliation Mediation and Arbitration
CDW	Community Development Worker
CFO	Chief Financial Officer
ED	Executive Director
GRAP	Generally Recognised Accounting Procedures
HIV	Human Immunodeficiency Virus
HR	Human Resources
HRM	Human Resources Management
ICT	Information and Communication Technology
IDC	Industrial Development Corporation
IDP	Integrated Development Planning
IPMS	Individual Performance Systems
IT	Information Technology
LGSETA	Local Government Sector Education and Training Authority
LLF	Labour and Local Government Forum
Km	Kilometre
Kl	Kilolitre
MFMA	Municipal Financial Management Act
ILM	Impendle Local Municipality
PDI	Previously Disadvantaged Individuals
SALA	South African Labour Association
SALGBC	South African Local Government Bargaining Council
SAMWU	South African Municipal Workers Union
SANS	South African National Standards
SDBIP	Service Delivery and Budget Implementation Plan
SEDA	Small Enterprise Development Agency
SMME	Small, Micro and Macro Enterprises
UIF	Unemployment Insurance Fund

SECTION A

A. Executive Summary

1. Overview of the Municipality

1.1 Municipal Category

Impendle Municipality is one of the smallest Municipalities in the Country. In terms of Section 9 of the Municipal Structures Act, 117 of 1998 the Impendle Municipality falls under Category B. Category B Municipalities (Local) share executive and legislative authority with Category C municipalities (District) within whose area they are located (as defined in Section 155 (1) of the Constitution (Act 108 of 1996)).

1.2 Municipal Revenue Base, Allocation and Budget

The majority of the Impendle Municipality is rural with a large number of scattered settlements mainly located on Ingonyama Trust and freehold land. The Impendle Village is the only formally laid out area consisting of 386 sites which are predominantly vacant. These sites form the basis on which all rates income is based on the implementation of the Municipal Property Rates Act. However the impact on Municipal income is not yet available.

About 80% of the municipal income is obtained from grant funding from National Government (Dora Fund and MIG funding) Provincial Government.

2. Current Situation

An analysis of the current situation undertaken as part of the IDP preparation process reveals that Impendle Municipality is facing major challenges in addressing a range of development issues including the improvement of the living conditions for the poor and promoting local economic development within its area.

The majority of the settled land falls under the control of the Ngonyama Trust. Settlements that have become established on privately owned land are proving to be difficult to service and or provide development until the land has been acquired and formalized. The cost of providing new infrastructure and maintenance services in this municipality are substantially higher than the national averages.

2.1 Key Challenges and Opportunities

2.1.1 Our key challenges and development issues: 2019/20 IDP

- High and increasing number of HIV & AIDS prevalence;
- High rate of poverty;
- Unsatisfactory delivery on the needs of the aged, disabled, orphans and women;
- Backlog in the delivery of services;
- Road infrastructure is poorly developed
- Backlogs on delivery of electricity and waste collection
- Equitable access to land and housing;
- Rising unemployment and slow economic growth;
- Inadequate management of the environment;

- Lack of sufficient institutional capacity within the Impendle Municipality;
- Insufficient financial resources within the municipality
- Stressed water reserves
- High levels of expenditure on transport
- Commercial sector under-developed in Impendle - income leakages
- Need for more facilities to accommodate a larger commercial sector
- Municipality not viewed as a tourism destination or a link to other destinations due to inaccessibility and lack of infrastructure
- Not too distant from Pietermaritzburg and therefore competition from that centre and to a lesser extent from Underberg
- Spread of invasive alien plant species a threat to agricultural lands and to ecological diversity
- Poor rangeland management - some very overgrazed areas with serious erosion problems within the municipality

2.1.2 Our key opportunities are:

- Natural assets, in terms of agricultural resources, although soils and slope provide some limitations
- Natural assets, in terms of conservation areas and links to the UDPWHS which provides opportunities for tourism
- Largely undeveloped tourism resources presents future opportunities
- There are already a number of tourism marketing structures that can assist with tourism marketing in area
- Ecosystem goods and services – highly significant to district and regional economy
- Current land uses are largely compatible with conservation objectives – still relatively undeveloped
- There have been a number of development proposals linked to LED strategies that can be implemented
- An Agricultural Development Plan has been produced – can be implemented
- There is land available for agricultural production that is not being used or underutilised
- There is a substantial local market for agricultural produce and products
- There is room for a commercial sector to grow to keep income circulating locally rather than leaking out of the municipality
- Development Planning Shared Services can assist the municipality with planning staff capacity
- There is the potential for the application of alternative technologies in service supply
- Legislative support for preserving biodiversity and promoting the conservation of ecosystems

2.1.3 Possible Interventions by the Municipality, Government and Other Stakeholders:

- Improve accessibility in Impendle by upgrading new regional transport route to pass through Impendle town and other development nodes
- Develop and Upgrade Access Roads in all Wards
- Develop key community facilities
- Promote programs that cater for vulnerable groups of the society e.g. women, children, elderly and those who are differently able.

- Promote healthy lifestyles through sports and healthy eating
- Keep financial sustainability and value for money in municipal activities
- Manage risk of fraudulent and corrupt decision making
- Keep the municipal Institutional transformation intact through annual review of the organogram and workplace skills program
- Retain land with high agricultural potential for agricultural use only;
- Identify land for promotion of small scale commercial agriculture and overcome land tenure issues which inhibit commercial development;
- Promote cultural tourism and communal agriculture in traditional authority areas;
- Identify formally conserved areas in and around the municipality;
- Protect the strategic water production area at the Mngeni River Headlands and the surrounding vleis;
- Identify areas where tourism could be promoted and the type of tourism, bearing in mind that the agricultural and natural landscapes must not be compromised;
- Ensure that tourism proposals benefit the local community;
- Ensure that environmental objectives are taken into account in the formulation and adjudication of development proposals;
- Implement management areas for future urban development and expansion as contained in SDF;
- Develop and implement a Single LAND Use Scheme (LUS) in terms of the Spatial Planning and Land Use Management Act;
- Develop a LUS specific to rural areas distinguishing between negotiable and non-negotiable issues in each area;
- Promote different forms of economic development in each management area dependent on locality and opportunity.

3. The Municipal Integrated Development Plan

3.1 Planning Process, Preparation and Adoption of Integrated Development Plan (IDP)

The 2018/19-22 IDP process started in August 2017. The Integrated Development Plan was developed following the five (5) National KPAs of the National Strategic Agenda that was adopted in 2002. *Figure 1: Process Plan and IDP Contents*

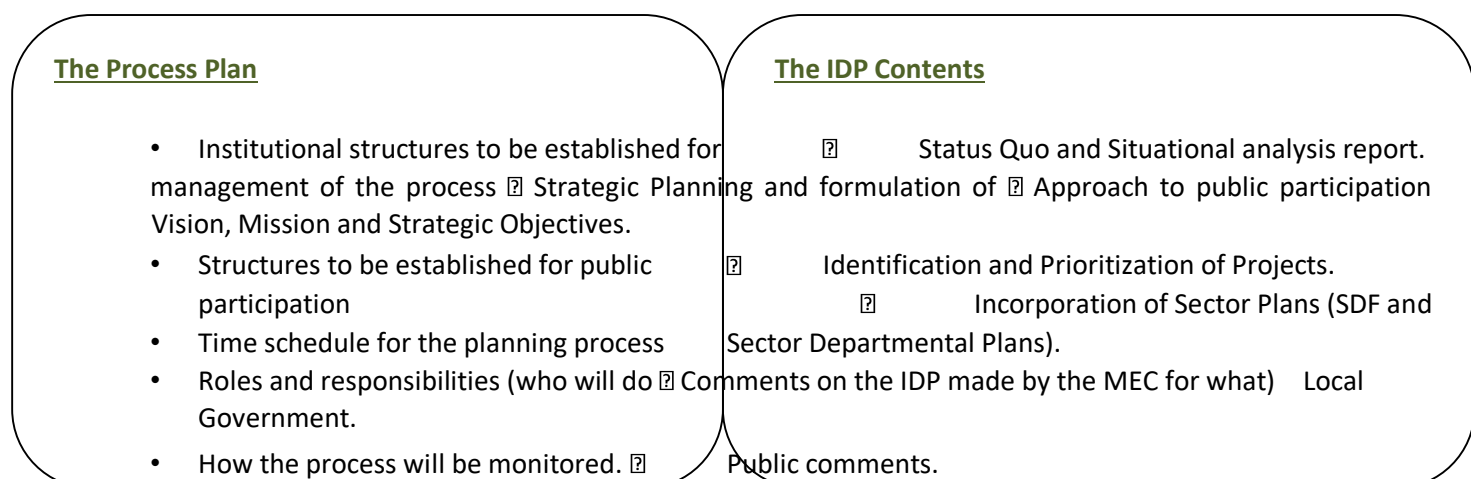


Table 6: Description of the steps, processes and activities undertaken on preparation, adoption and submission of the IDP.

The following table provides a description of the steps, processes and activities undertaken on preparation, adoption and submission of the IDP.

IDP Preparation and Review	Adoption and Submission
<p>☐ The final review processes include final quality assurance processes to be conducted and to provide Council with a final opportunity to provide inputs into the IDP. The following activities should be considered:</p> <ul style="list-style-type: none"> - The Final Draft IDP will be circulated internally to obtain comments from S57 Managers, the Municipal Manager and Council for their final comments. - Incorporate the comments collected in the previous activity. - Obtain Council approval for submission to DCoGTA for assessment purposes, and submit to DCoGTA's Municipal Planning Directorate. - Obtain the IDP Assessment report from the Department and incorporate recommendations made. - Re-submit the IDP Assessment Report and final IDP to Council for approval. - Advertise the IDP for Public Comment for 21 days on the website and other news media. <p>Incorporate Public Comments, if appropriate.</p>	<p>✓ <i>After an elaborate consultative process, it is evident that the IDP includes inputs from all stakeholders and the Municipality has exercised transparency and accountability in the preparation of a credible IDP. Any Organisational Performance management System relies heavily on a sound plan, without which, implementation, monitoring and evaluation will be impossible.</i></p> <p>✓ <i>The following activities will conclude the Planning Phase of the Organisational Performance Management System:</i></p> <ul style="list-style-type: none"> - <i>The final IDP must now be presented to Council for approval and adoption.</i> - <i>Ensure that Council takes a formal resolution to adopt the IDP.</i> - <i>Submit the final IDP to the Department within 10 days of the Council Resolution.</i> <p><i>Update the Performance Management Information System with the relevant data against which actual achievements will be collected and performance measured and reported on.</i></p>

3.2 District Framework for Integrated Development Planning

Also as part of the preparation stage, the District Municipality, in consultation with its family of local municipalities must adopt a framework for integrated development planning. The framework determines procedures for coordination, consultation and alignment between the district and the local municipalities and therefore binds them both. The framework guides each local municipality in preparing its process plan. Impendle utilized this framework in preparing this IDP.

3.3 The Strategic Development Management Plan

The SDMP is an integration of three frameworks that are normally produced as separate planning documents, namely: An Environmental Management Framework, An LED Framework and A Spatial Development Framework

The Municipality experienced difficulties in implementing the SDMP due to financial constraints; however the SDMP was handy to guide the municipality to take informed developmental decisions especially on areas outside the scheme. In a nutshell, the SDMP looks at where development and economic activity should be focused in order to improve sustainability and in order to preserve the integrity and biodiversity of the natural resource base. The SDMP has identified three principle landscapes: wilderness, rural and urban. The wilderness landscapes is essentially the non-negotiable area where development may not take place in order to meet the conservation and biodiversity targets set nationally and provincially; the rural landscapes comprise both negotiable and non-negotiable areas, and cover rural settlements as well as rural agricultural areas (grazing and arable). The urban landscape comprises those existing settlements that have been identified for future growth as commercial, service and/or tourism centres. The SDMP proposes a set of management controls for all three areas; these controls aim primarily to stop the sprawl of settlements into high potential agricultural areas as well as into sensitive ecosystems, as well as to make service delivery more cost-effective through the promotion of more compact settlements through densification at specified nodes. In addition, the SDMP proposes the upgrading of certain routes to place Impendle more firmly on the regional accessibility grid, as well as to draw traffic that is unrelated to tourism/eco-tourism, away from the sensitive UDPWHS park boundary and to the edges of the buffer zone. The economic framework proposes a range of LED activities that make the most use of the opportunities available in the wilderness, rural and urban landscapes. Ultimately, the SDMP is based on the principles of sustainability, good governance, cost-effectiveness, integration, competitive advantage, diversity and sound environmental management.

3.4 Organizational Performance Management System (OPMS)

This system serves as the monitoring and evaluation tool of our performance as the Municipality. It provides the Impendle Municipality's stakeholders with a strategic approach setting out tools and techniques to regularly plan, periodically **monitor, measure and review organisational and individual performance** and sets out an effective and efficient planning framework that integrates planning for an IDP, Budget and Performance Management as required by sec. 38 and 41 of Municipal Systems Act 32 of 2000.

4. Comments of the MEC for Cooperative Governance and Traditional Affairs on 2019/2020 IDP Review

The Municipality has reviewed the comments of the MEC for the Department of Cooperative Governance and Traditional Affairs (DCOGTA) and the comments of the Auditor General in order to identify areas requiring specific attention. These have been addressed where possible, and summarized in the table below.

Table 7: Comments of the MEC for Cooperative Governance and Traditional Affairs on 2018/2019 IDP Review

ACTION PLAN TO ADDRESS MEC COMMENTS ON 2019/20 IDP

MEC COMMENTS	STATUS	COMMENTS	RESPONSIBLE MANAGER	COMPLETION DATE
1. IMPENDLE IDP MATTERS OF EMPHASIS AND OBSERVATION				
i) Municipal Transformation and Institutional Development				
Development of Human Resources Plan which will be aligned to the Human Resources Strategy.	In Progress	Pending the full implementation of approved Organogram	Corporate Services	30 June 2020
Development of Staff Retention Policy and Implement it stringently.	In Progress	It will be done with review of HR policies	Corporate Services	March 2020
Presentation of Municipality Employment Equity Plan targets and goals and gauge these with current employment Demographics.	In Progress	Will be presented in the Strat Plan		30 November 2019
Quantify the Beneficiaries as per your Workplace Skills Plan.	Done			
ii) Local Economic Development (LED)				
Finalise and Adopt an LED Strategy aligned to the PGDS-DGPD Vision 2035 priorities.	In Progress	SALGA intervention for assistance has been secured	LED Manager	31 March 2020
Finalise, adopt and Implement the Informal Economy Policy and Business Investment and Retention Policy.	In Progress	The policy will form part of the annual review of operational policies of the Municipality	LED Manager	31 March 2020
Creation and maintenance of an up to date database for all active/ registered SMMEs and co-operatives in the municipal area.	Done			
Identification and geo-reference all projects and initiatives projects.	In Progress	This will be an Integral part of the LED Strategy and Plan	LED Manager	31 March 2020
Identification and engagement of the economic partners and communities.	In Progress	This will be an Integral part of the LED Strategy and Plan	LED Manager	March 2020

MEC COMMENTS	STATUS	COMMENTS	RESPONSIBLE MANAGER	COMPLETION DATE
Employment mechanisms to reduce red tape in conducting its business to attract investment	In Progress	This will be an Integral part of the LED Strategy and Plan	LED Manger	31 March 2020
Identification of 3 priorities per ward for inclusion in the in the Reviewed IDP.	In Progress	This will be an Integral part of the LED Strategy and Plan	LED Manger	31 March 2020
Augmentation of the LED capacity with relevant region's sector.	In Progress	This will be an Integral part of the LED Strategy and Plan	LED Manger	31 March 2020
Identification and implementation of programmes and projects by targeting informal economy.	In Progress	This will be an Integral part of the LED Strategy and Plan	LED Manger	31 March 2020
Attach the Audit response to the IDP to enable proper consideration and sector support required.	In Progress	This will be an Integral part of the LED Strategy and Plan	LED Manger	31 March 2020
iii) Basic Service Delivery and Infrastructure Investment				
Improvement in updating information on water and sanitation through the IGR working arrangement	Done			
Planning for the provision of temporary and permanent infrastructure for the National Government Elections in 2019.	Done			
iv) Financial Viability and Financial Management				
Comprehensive presentation on the Capital funding and expenditure is needed.	Done	See Capital Investment Framework		
Indication of the alignment of the Procurement Plan timeframes.	Done	Annexure		
Inclusion of the revenue enhancement strategy on the Financial Management matters.	Done	Section F		
Indicate if SCM Policy makes provision for the disabled to qualify for Tenders.	In Progress	The policy will be amended during the annual review of Municipal policies	CFO	31 January 2020
Provision of an Asset Renewal Plan	Done	Part of the Municipal Maintenance Plan		

MEC COMMENTS	STATUS	COMMENTS	RESPONSIBLE MANAGER	COMPLETION DATE
Indicate Sound Financial Strategies with regards to expenditure and more specifically cost containment measures to be implemented.	Done	Part of the Section 71 reports submitted to Council monthly		
Indication of the prior 3-years Operating Expenditure.	Done	Section F		
v) Good Governance and Community Participation				
Finalization of the commenting process, the adoption and implementation of your bylaws.	Done	Still to be gazetted		
Ensure Participation in the IGR structures and the family of Municipalities to implement the District IGR Terms of Reference	Done			
Renewal of SDF due to the outdated nature of most of the information.	Partially	Updated Stats, policies, projects and Disaster Management Plan		
vi). Cross Cutting				
Development of your SDF aligned to the SDF Guidelines (2017) issued by the Department of Rural Development and Land Reform.	In Progress	2019/20 SDF update will consider these guidelines	Infrastructure and Planning	
Information from the district Strategic Environmental Assessment, Environmental Management Plan and Biodiversity Sector Plan be used and Applied.	Done			
The Municipality take cognisance and comply with Section 43(3) of the Disaster Management Amendment act 16 of 2015 which stipulates that a local municipality must build capacity for disaster management.	Done			
2. OVERALL CREDIBILITY ASSESSMENT OF YOUR IDP				
Improvement on credibility of document and take heed of the comments provided per KPA.	Done			
3. ADDITIONAL OBSERVATION				
3.1 Strategic Thrust of the 6 KPAs				

MEC COMMENTS	STATUS	COMMENTS	RESPONSIBLE MANAGER	COMPLETION DATE
Key challenges to be addressed by the goals, objectives and strategies. Municipality to ensure that key challenges are addressed by goals, objectives, strategies, indicators and targets in the IDP.	Done	However, some key challenges are the responsibility of other sector departments, parastatals and focus groups		
3.2 Implementation of operation Sukuma Sakhe				
3.3 Elections Infrastructure				

SECTION B

B. Planning and Development Principles and Government Policies and Imperatives

1. Planning and Development Principles

DEVELOPMENT PRINCIPLES AND NORMS AND STANDARDS

Application of development principles

(1) The general principles set out in this Chapter apply to all organs of state and other authorities responsible for the implementation of legislation regulating the use and development of land, and guide—

- the preparation, adoption and implementation of any spatial development framework, policy or bylaw concerning spatial planning and the development or use of land;
- the compilation, implementation and administration of any land use scheme or other regulatory mechanism for the management of the use of land;
- the sustainable use and development of land;
- the consideration by a competent authority of any application that impacts or may impact upon the use and development of land; and
- the performance of any function in terms of this Act or any other law regulating spatial planning and land use management.

(2) Notwithstanding the categorisation of principles in this section, all principles contained in this Act apply to all aspects of spatial development planning, land development and land use management.

SPLUMA Development principles

7. The following principles apply to spatial planning, land development and land use management:

- The principle of spatial justice, whereby—
 - past spatial and other development imbalances must be redressed through improved access to and use of land;

- (ii) spatial development frameworks and policies at all spheres of government must address the inclusion of persons and areas that were previously excluded, with an emphasis on informal settlements, former homeland areas and areas characterised by widespread poverty and deprivation;
- (iii) spatial planning mechanisms, including land use schemes, must incorporate provisions that enable redress in access to land by disadvantaged communities and persons;
- (iv) land use management systems must include all areas of a municipality and specifically include provisions that are flexible and appropriate for the management of disadvantaged areas, informal settlements and former homeland areas;
- (v) land development procedures must include provisions that accommodate access to secure tenure and the incremental upgrading of informal areas; and
- (vi) a Municipal Planning Tribunal considering an application before it, may not be impeded or restricted in the exercise of its discretion solely on the ground that the value of land or property is affected by the outcome of the application;
- (b) the principle of spatial sustainability, whereby spatial planning and land use management systems must—
 - (i) promote land development that is within the fiscal, institutional and administrative means of the Republic;
 - (ii) ensure that special consideration is given to the protection of prime and unique agricultural land;
 - (iii) uphold consistency of land use measures in accordance with environmental management instruments;
 - (iv) promote and stimulate the effective and equitable functioning of land markets;
 - (v) consider all current and future costs to all parties for the provision of infrastructure and social services in land developments;
 - (vi) promote land development in locations that are sustainable and limit urban sprawl; and
 - (vii) result in communities that are viable;
- (c) the principle of efficiency, whereby—
 - (i) land development optimises the use of existing resources and infrastructure;
 - (ii) decision-making procedures are designed to minimise negative financial, social, economic or environmental impacts; and
 - (iii) development application procedures are efficient and streamlined and timeframes are adhered to by all parties;
- (d) the principle of spatial resilience, whereby flexibility in spatial plans, policies and land use management systems are accommodated to ensure sustainable livelihoods in communities most likely to suffer the impacts of economic and environmental shocks; and
- (e) the principle of good administration, whereby—
 - (i) all spheres of government ensure an integrated approach to land use and land development that is guided by the spatial planning and land use management systems as embodied in this Act;
 - (ii) all government departments must provide their sector inputs and comply with any other prescribed requirements during the preparation or amendment of spatial development frameworks;
 - (iii) the requirements of any law relating to land development and land use are met timeously;
 - (iv) the preparation and amendment of spatial plans, policies, land use schemes as well as procedures for development applications, include transparent processes of public participation that afford all parties the opportunity to provide inputs on matters affecting them; and
 - (v) Policies, legislation and procedures must be clearly set in order to inform and empower members of the public.

Norms and standards

8. (1) The Minister must, after consultation with organs of state in the provincial and local spheres of government, prescribe norms and standards for land use management and land development that are consistent with this Act, the Promotion of Administrative Justice Act, 2000 (Act No. 3 of 2000), and the Intergovernmental Relations Framework Act.

(2) The norms and standards must—

- (a) reflect the national policy, national policy priorities and programmes relating to land use management and land development;
- (b) promote social inclusion, spatial equity, desirable settlement patterns, rural revitalisation, urban regeneration and sustainable development;
- (c) ensure that land development and land use management processes, including applications, procedures and timeframes are efficient and effective; (d) include—
 - (i) a report on and an analysis of existing land use patterns;
 - (ii) a framework for desired land use patterns;
 - (iii) existing and future land use plans, programmes and projects relative to key sectors of the economy; and
 - (iv) mechanisms for identifying strategically located vacant or under-utilised land and for providing access to and the use of such land;
- (e) standardise the symbology of all maps and diagrams at an appropriate scale;
- (f) differentiate between geographic areas, types of land use and development needs; and
- (g) provide for the effective monitoring and evaluation of compliance with and enforcement of this Act.

2. Policy Framework

2.1. The Municipal Systems Act (32 of 2000)

The Municipal Systems Act (MSA) is the key piece of legislation guiding the preparation of IDPs. Section 26 of the act compels all municipalities to prepare IDPs as their primary and overriding management tool. Section 26 also lists key components that an IDP must reflect, which are summarised as follows:

- The Council's Vision for the long-term development of the Municipality;
- An assessment of the existing level of development within the Municipality, including the identification of communities without access to basic municipal services;
- Council's development priorities and objectives, inclusive of its local economic development aims, as well as the internal transformation needs;
- Council's development strategies, which must be aligned with any national or provincial plans and planning requirements binding on the Municipality in terms of legislation;
- A municipal Spatial Development Framework (SDF), which must include the provision of basic guidelines for the Land Use Management System (LUMS) of the Municipality; and
- Key Performance Indicators and targets determined through an organizational performance system, based on the priorities identified in the IDP.

This IDP Review document has been prepared in accordance with the requirements of the MSA as well as with the Municipal Planning and Performance Management Regulations (R796 of 2001).

2.1.1. The United Nations Sustainable Development Goals (SDGs)

At the United Nations Sustainable Development Goals Summit in 2015, the international community reached consensus on working to achieve 17 critical and social development priorities by 2030. These are summarized below:

Goal 1: End poverty in all its forms everywhere

Goal 2: End hunger, achieve food security and improved nutrition and promote sustainable agriculture

Goal 3: Ensure healthy lives and promote well-being for all at all ages

Goal 4: Ensure inclusive and quality education for all and promote lifelong learning

Goal 5: Achieve gender equality and empower all women and girls

Goal 6: Ensure access to water and sanitation for all

Goal 7: Ensure access to affordable, reliable, /ustainable and modern energy for all

Goal 8: Promote inclusive and sustainable economic growth, employment and decent work for all

Goal 9: Build resilient infrastructure, promote sustainable industrialization and foster innovation

Goal 10: Reduce inequality within and among countries

Goal 11: Make cities inclusive, safe, resilient and sustainable

Goal 12: Ensure sustainable consumption and production patterns

Goal 13: Take urgent action to combat climate change and its impacts

Goal 14: Conserve and sustainably use the oceans, seas and marine resources

Goal 15: Sustainably manage forests, combat desertification, halt and reverse land degradation, halt biodiversity loss

Goal 16: Promote just, peaceful and inclusive societies

Goal 17: Revitalize the global partnership for sustainable development

The Municipality's response to the SDGs is outlined in the key strategic response to Municipal Challenges.

2.1.2. The National Development Plan (Vision 2030)

The National Development Plan (NDP) was prepared by the National Planning Commission (NPC), a structure that was appointed by President Jacob Zuma in May 2010. The NDP aims to eliminate poverty and reduce inequality by 2030. It indicates that South Africa can realise these goals by drawing on the energies of its people, growing an inclusive economy, building capabilities, enhancing the capacity of the state, and promoting leadership and partnerships throughout society. In the NPC's Diagnostic Report (2011), the NPC identified 9 primary challenges facing the country (which are also prevalent in the Impendle Municipality), namely:

- Too few people work;
- The quality of school education for black people is poor;
- Infrastructure is poorly located, inadequate, and under- maintained;
- Spatial divides hobble inclusive development;
- The economy is unsustainably resource intensive;
- The public health system cannot meet demand or sustain quality;

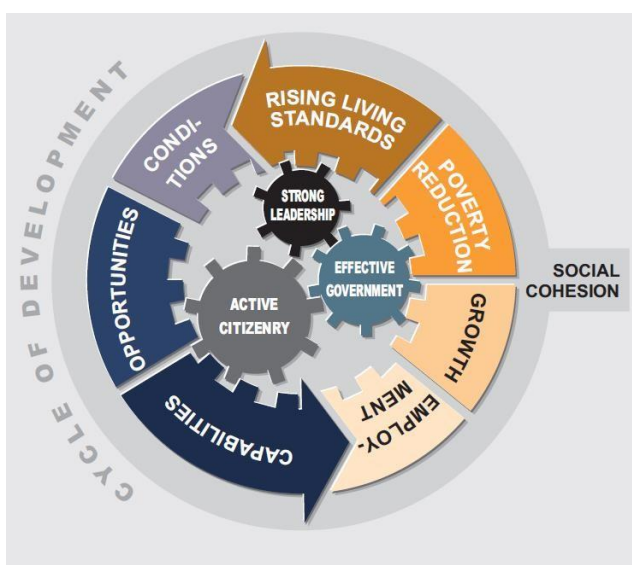
- Public services are uneven and often of poor quality; ² Corruption levels are high; and
- South Africa remains a divided society.

In addressing these concerns, the NDP sets out six interlinked priorities, namely:

- Uniting all South Africans around a common programme to achieve prosperity and equity;
- Promoting active citizenry to strengthen development, democracy, and accountability;
- Bringing about faster economic growth, higher investment, and greater labour absorption;
- Focussing on key capabilities of people and the state;
- Building a capable and developmental state; and
- Encouraging strong leadership throughout society to work together to solve problems.

The NDP is a plan for all South Africans, which provides a framework to guide key choices and actions of both civil society and the state. Amongst other things, the NDP depends on municipal IDPs to unpack and operationalize these priorities, something which this IDP strives to do through its objectives and strategies. The figure below summarises the approach to change outlined in the NDP.

FIGURE 2: Approach to Change outlined in the National Development Plan



Within the IDP, cognisance has been taken of the key action areas identified in the plan, with particular focus on the following areas:

Table 8: National Development Plan Objectives and Actions with relevance to Impendle

OBJECTIVE	ACTIONS
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Economy and Employment	<ul style="list-style-type: none"> Reducing the costs of living for poor households and costs of doing business through micro economic reforms; Develop proposals for an acceptable minimum standard of living and proposals on how to achieve this over time. Remove the most pressing constraints on growth, investment, and job creation, including energy generation and distribution, urban planning, etc. Broaden the extended public works programme to cover over 2 million full-time equivalent jobs by 2020.
Economic Infrastructure	<ul style="list-style-type: none"> Ring- fence the electricity distribution businesses of the 12 largest municipalities (which account for 80% of supply), resolve maintenance and refurbishment backlogs, and develop a financing plan, alongside investment in human capital. Revise national electrification plan and ensure 90% grid access by 2030 (with balance met through off-grid technologies). A comprehensive management strategy, including an investment programme for water resource development, bulk water supply, and waste water management for major centres by 2012, with reviews every five years. Create regional water and wastewater utilities, and expand mandates of existing water boards (between 2012 and 2017). Consolidate and selectively expand transport and logistical infrastructure, with one key focus area being improved public transport infrastructure and systems including the renewal of the commuter rail fleet, supported by enhanced links with road-based services.

OBJECTIVE	ACTIONS
	<ul style="list-style-type: none"> Establish a national, regional and municipal fibre optic network to provide the backbone for broadband access; driven by private investment, complemented by public funds required to meet social objectives.
Environmental Sustainability and Resilience	<ul style="list-style-type: none"> Put in place a regulatory framework for land use, to ensure the conservation and restoration of protected areas. Carbon price, building standards, vehicle emission standards, and municipal regulations to achieve scale in stimulating renewable energy, waste recycling, and in retrofitting buildings. Carbon-pricing mechanisms, supported by a wider suite of mitigation policy instruments to drive energy efficiency. All new buildings to meet the energy-efficiency criteria set out in South African National Standard 204. Channel public investment into research, new agricultural technologies for commercial farming, as well as for the development of adaption strategies and support services for small- scale and rural farmers.

Inclusive Rural Economy	<ul style="list-style-type: none"> Rural economies will be activated through improved infrastructure and service delivery, a review of land tenure, service to small and micro farmers, a review of the mining industry commitments to social investment, and tourism investments. Create tenure security for communal farmers, especially women, investigate different forms of financing and vesting private property rights in land reform beneficiaries that does not hamper beneficiaries with a high debt burden.
South Africa in the region and world	<ul style="list-style-type: none"> Implement a focused regional integration strategy with emphasis on road, rail, and port infrastructure in the region.
Transforming Human Settlements	<ul style="list-style-type: none"> Reform of the current planning system for improved coordination. Develop a strategy for densification of cities and resource allocation to promote better located housing and settlement. Substantial investment to ensure safe, reliable, and affordable public transport. Introduce spatial development framework and norms, including improving balance between location of jobs and people. Provide incentives for citizen activity for local planning and development of spatial compacts. Introduce mechanisms that would make land markets work more effective for the poor and support rural and urban livelihoods.
Improving Education, Training and Innovation	<ul style="list-style-type: none"> Strengthen coordination between departments, as well as the private and non-profit sectors. Focus should be on routine day-to-day coordination between units of departments that do similar work. The interests of all stakeholders should be aligned in support the common goal of achieving good educational outcomes that are responsive to community needs and economic development.
Healthcare for all	<ul style="list-style-type: none"> Promote health diets and physical activity. Prevent and control epidemic burdens through deterring treating HIV/Aids, new epidemics and alcohol abuse; improve the allocation of resources and the availability of health personnel in the public sector; and improve the quality of care, operational efficiency, health worker morale and leadership and innovation.
Social	<ul style="list-style-type: none"> Together with social partners, determine a social floor that can progressively be
OBJECTIVE	ACTIONS
Protection	<p>realised through rising employment, higher earnings and social grants and other aspects of the social wage.</p> <ul style="list-style-type: none"> Pilot mechanisms and incentives to assist the unemployed to access the labour market. Expand existing public employment initiatives to create opportunities for the unemployed.

Building Safer Communities	<ul style="list-style-type: none"> • Safety audits in all communities focussing on crime and safety conditions of the most vulnerable in the community. • Increase community participation in crime prevention and safety initiatives. • Mobilise youth for inner city safety to secure safe places and spaces for young people.
Building a Capable and Developmental State	<ul style="list-style-type: none"> • Use differentiation to ensure a better fit between the capacity and responsibilities of provinces and municipalities. Take a more proactive approach to resolving coordination problems and a more long-term approach to building capacity. • Develop regional utilities to deliver some local government services on an agency basis, where municipalities or districts lack capacity. • Adopt a less hierarchical approach to coordination so that routine issues can be dealt with on a day- to- day basis between mid-level officials. Use the cluster system to focus on strategic cross- cutting issues and the Presidency to bring different parties together when coordination breaks down.
Fighting Corruption	<ul style="list-style-type: none"> • The capacity of corruption-fighting agencies should be enhanced and public education should be part of the mandate of the anti-corruption agency. • An accountability framework should be developed linking the liability of individual public servants to their responsibilities in proportion to their seniority. • Restraint-of-trade agreements for senior civil servants and politicians at all levels of government. • All corrupt officials should be made individually liable for all losses incurred as a result of their corrupt actions.
Nation Building and Social Cohesion	<ul style="list-style-type: none"> • Sustained campaigns against racism, sexism, homophobia and xenophobia. • Improving public services and spaces as well as building integrated housing and sports facilities in communities to ensure sharing of common spaces across race and class. • Incentivising the production and distribution of all art forms that facilitate healing, nation building and dialogue. • Promote citizen participation in forums such as Integrated Development Plans, Ward Committees, School Governing Boards and Community Policing Forums. • Work towards a social compact for growth, employment and equity.

Table 8 indicates the NDP objectives with relevance to the Impendle Municipality. The strategic framework of the IDP addresses these objectives.

2.1.3. The National Infrastructure Plan

The Presidential Infrastructure Coordination Commission (PICC) was established to:

- Coordinate, integrate, and accelerate implementation;
- Develop a single common National Infrastructure Plan that will be monitored and centrally driven;
- Identify who is responsible and hold them to account;

- Develop a 20 year planning framework beyond one administration to avoid a stop-start pattern to infrastructure roll-out.

Under this guidance, the PICC has identified Strategic Integrated Projects (SIPs). The SIPs cover a range of economic and social infrastructure, and all nine provinces are covered, with emphasis on poorer provinces. Many of the SIPs talk indirectly to the Umgungundlovu District Municipality (UMDM) which is on the Eastern boundary of the Impendle Municipality, but the following three have direct bearing on the UMDM, hence the IDP has been aligned to them:

- **SIP2** refers to the Durban-Free State-Gauteng logistical and industrial corridor, which seeks to strengthen the logistical and transport corridor between SA's main industrial hubs; improve access to Durban's export and import facilities, raise efficiency along the corridor, and integrate the Free State Industrial Strategy activities into the corridor and integrate the currently disconnected industrial and logistical activities as well as marginalised rural production centres surrounding the corridor that are currently isolated from the main logistical system. This corridor runs through the Msunduzi Municipality, and has also been identified as an important corridor in the PGDS.
- **SIP7** refers to the coordinated planning and implementation of public transport, human settlement, economic and social infrastructure, and location decisions into sustainable urban settlements connected by densified transport corridors.
- **SIP15** refers to expanding access to communication technology, and one of its goals is broadband coverage for all households by 2020.

Strategies and Projects in the IDP address these Strategic Integrated Projects (SIPs). Catalytic projects for the Municipality have been identified that talk to these SIPs.

2.1.4. Government Outcomes 1 – 12

The Government's outcome-based approach arose out of a realisation by government that change was not happening as rapidly and effectively as required. It noted that progress was being made in many areas, and that greater access to services was being provided to many communities. However, government was not achieving the outcomes to ensure a "better life for all" and many communities were rightly impatient with the quality, relevance, and adequacy of government service delivery.

Out of this backdrop the outcomes approach was developed ensuring that government is focussed on achieving the expected real improvements in the lives of South Africans. The approach clarifies what is expected to be achieved, how it will be done, and where it will take place. It insists that the different spheres of government improve the lives of citizens rather than just carrying out their functions. The twelve outcomes are summarised below:

1. Improved quality of basic education;
2. A long and healthy life for all South Africans;
3. All people in South Africa are and feel safe;
4. Decent employment through inclusive economic growth;

5. A skilled and capable workforce to support an inclusive growth path;
6. An efficient, competitive, and responsive economic infrastructure network;
7. Vibrant, equitable, and sustainable rural communities, with food security for all;
8. Sustainable human settlements and improved quality of household life;
9. A responsive, accountable, effective, and efficient local government system;
10. Environmental assets and natural resources that are well protected and continually enhanced;
11. Creation of a better South Africa, and contributing to a better and safer Africa and World; and
12. An efficient, effective, and development oriented public service and an empowered, fair, and inclusive citizenship.

These outcomes provide strategic focus and do not cover the whole of government's work and activities. The IDP document addresses each of these outcomes and municipal strategies have been designed accordingly.

2.1.5. National Priorities (State of The Nation Address 2019)

2.1.6. The National Spatial Development Perspective (NSDP)

Inequalities exist in the national economy and there is a legacy of inequitable spatial development, which has resulted in poor public sector investment. The vision for the NSDP is for South Africa to become a nation in which investment in infrastructure and development programmes support government's growth and development objectives, which are summarised as follows:

- Focusing economic growth and employment creation in areas where this will be most effective and sustainable.
- Supporting restructuring where feasible so as to ensure greater competitiveness.
- Fostering development on the basis of local potential; and
- Ensuring that development institutions are able to provide basic needs throughout the country.

There are five NSDP principles which are summarised below:

- Rapid economic growth that is sustained and inclusive is a pre-requisite for the achievement of other policy objectives, amongst which poverty alleviation is key;
- Government has a constitutional obligation to provide basic services to all citizens (i.e. water, energy, health, and educational facilities) wherever they reside;
- Beyond the Constitutional obligations identified above, government spending on fixed investment should be focussed on localities of economic potential in order to gear-up private sector investment, to stimulate sustainable economic activities, and to create long-term employment opportunities.
- Efforts to address past and current social inequalities should focus on people and not places. In localities where there are both *high levels of poverty and demonstrated economic potential*, this could include fixed capital investment beyond basic services, to exploit the potential of those localities. In localities with *low demonstrated economic potential*, government should, beyond the provision of basic services, concentrate primarily on human capital development by providing education and

training, as well as social transfers such as poverty- relief programmes. It should also reduce migration costs by providing labour-market intelligence to give people better information, opportunities, and capabilities, to enable them to gravitate (if they so choose) to localities that are more likely to provide sustainable employment and economic opportunities.

- In order to overcome the spatial distortions of Apartheid, future settlement and economic development opportunities should be channeled into activity corridors and nodes that are adjacent to or that link the main growth centres. Infrastructure investment should primarily support localities that will become major growth nodes in South Africa and the SADC region, to create regional gateways to the global economy.

Although the NSDP has largely been superseded by the National Development Plan driven by the National Planning Commission, the principles outlined above are still pertinent to development in the Impendle Municipality.

2.1.7. The Spatial Planning and Land Use Management Act

The Spatial Planning and Land Use Management Act 16 of 2013 (SPLUMA) was signed into law on 2 August 2013 by the President. SPLUMA is a single piece of legislation aimed at promoting uniformity in development for the whole country. Currently SPLUMA is not in operation, however Section 13(3) interpretation Act allows different sections of SPLUMA to be brought into operation on different dates. Upon operation, SPLUMA will replace all existing provincial and municipal legislation that regulate spatial planning, land development and land use management which might be inconsistent with this Act. SPLUMA makes provision for the following:

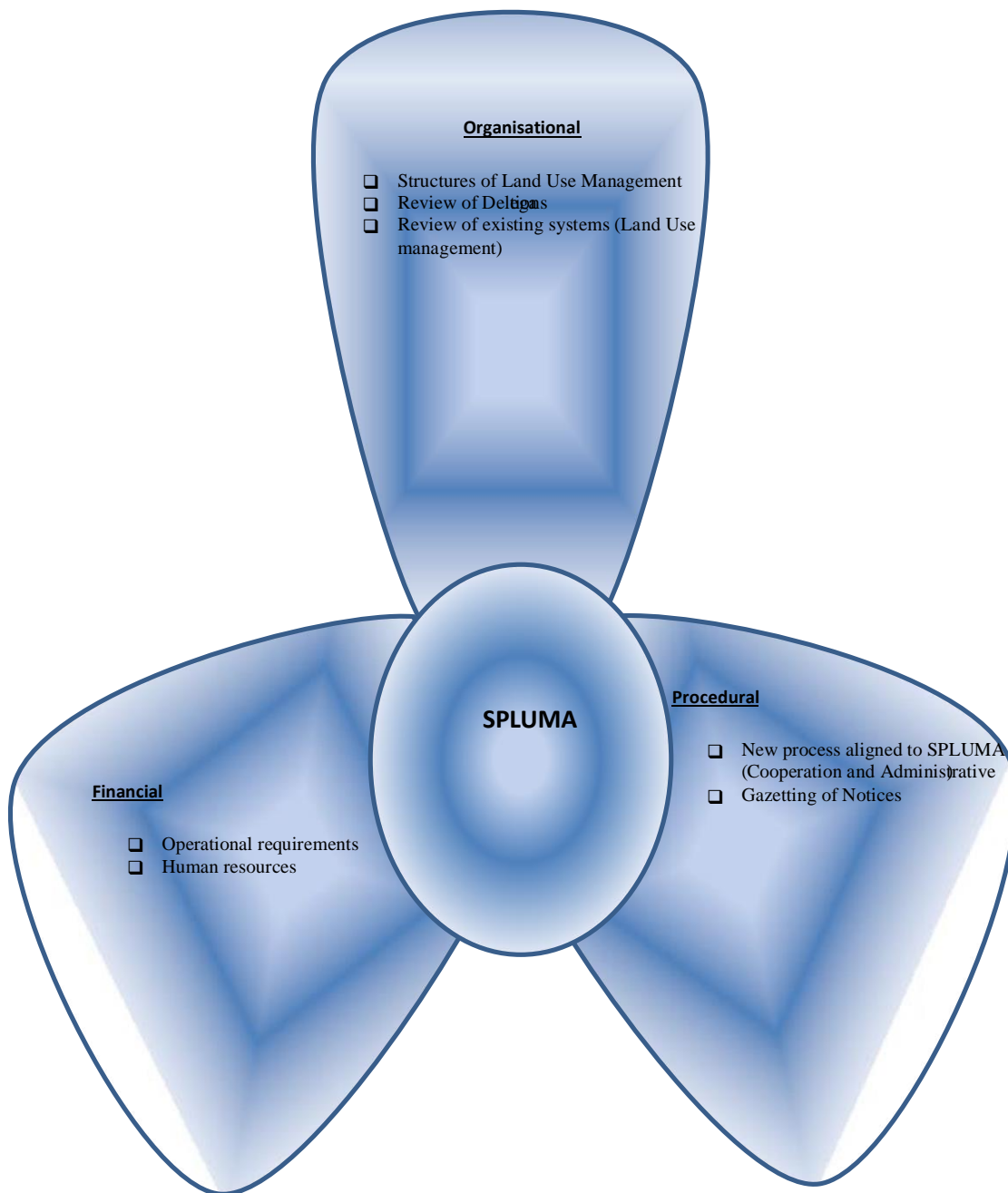
- Development principles
- Norms and standards
- Inter-governmental support
- Spatial development frameworks (SDF) across national, provincial and municipal scales
- Land use schemes
- Municipal planning tribunals
- Applications affecting national interests

The following highlights some of the implications of SPLUMA on Impendle Municipality:

- Chapter 3 Section 24 (1) of SPLUMA requires each municipality to adopt a **single land use scheme** for its entire municipal area after 5 years SPLUMA has been enacted into law of parliament
- Once adopted and approved the land use schemes will have the force of law and must give effect to Municipal Spatial Development Frameworks.
- All land owners, land users, spheres of government, land developers will be bound by the provisions of such a land use scheme.
- Municipalities will be required to establish Municipal Planning Tribunals (comprising of municipal officials and suitably qualified external persons appointed by Council) to take decisions on land development.

- The Minister of the Department of Rural Development and Land Reform must monitor compliance to this requirement.
- The diagram below illustrates a summary of the implications of SPLUMA on Impendle Municipality :

Figure 2: Implications of SPLUMA at Impendle Local Municipality



Attached as Annexure "A"

Provincial Priorities (State of The Province Address)

The municipal strategies, projects, and catalytic projects are aligned to the State of the Province Address (SOPA).

2.1.8. The Provincial Growth and Development Strategy (PGDS)

The Provincial Growth and Development Strategy was developed in 2011 to facilitate sustainable economic growth, reduce growing inequality, and promote environmental sustainability, and emanates from vision for KwaZulu/Natal which is summarised below:

By 2030, the PROVINCE OF KWAZULU/NATAL should have maximized its position as a GATEWAY to South and Southern Africa, as well as its human and natural resources, so creating a safe, healthy, and sustainable living environment. Abject poverty, inequality, unemployment, and current disease burden should be history. Basic services must have reached all its people, and domestic and foreign investors are attracted by world class infrastructure and a skilled labour force. The people shall have options on where and how they will live, work, and play. The principles of putting people first and leadership, partnership, and prosperity in action have become a normal way of life.

The following principles were identified by the PGDS to address this, namely:

- Grow the economy to achieve shared growth;
- Harness the province's assets and endowments;
- Develop the province's greatest asset, its human capital;
- Harmonise environmental integrity, human and social development with economic development;
- Government must be developmental, competent, caring, and facilitating;
- Private Sector must grow a shared economy, providing employment;
- Organised labour must protect workers from exploitation, while promoting labour productivity; and
- ☐ Civil Society must be responsible in shaping its own destiny.

The seven strategic goals for the province are as follows:

To achieve these 7 strategic goals, 30 objectives, supported by 124 implementable interventions, have been developed which have been aligned to the IDP strategies and objectives. To deliver on this, the PGDS requires all spheres of government to deliver on the following:

- The implementation of the catalytic projects and interventions, effective participation in the institutional implementation framework,
- The incorporation of the strategic goals and objectives in their priorities and programmes,
- The reporting of progress, and
- The provision and allocation of the required support and resources.

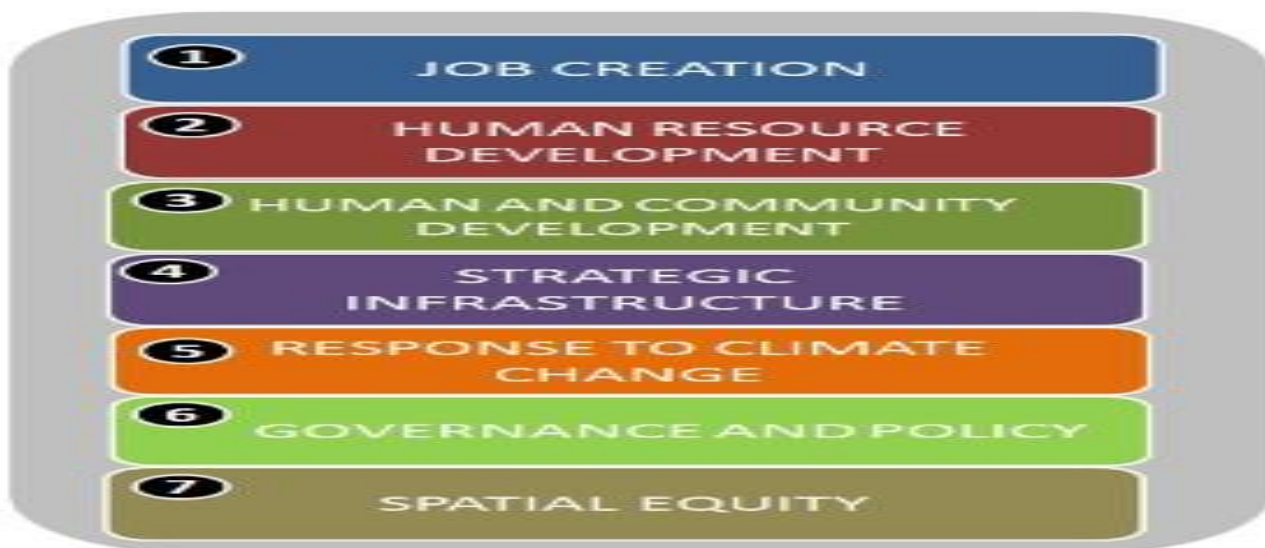


FIGURE 3: Seven Strategic Goals of the PGDS Table 9: NDP -PGDS alignment

NDP (VISION 2030)	PGDS STRATEGIC GOALS	IMPENDLE MUNICIPAL 1DP
Create Jobs	Job Creation	Implementation of EPWP and CWP
Expand infrastructure	Strategic Infrastructure	Development of Access Roads, Community Facilities, Electricity, UMDM Bulk Water
Use resources properly (Low-Carbon Energy)	Respond to Climate change	UMDM/Impendle Waste and Disaster Management
Inclusive planning	Spatial Equity	SDMP (SDF, LED Framework, Environmental Management)
Quality education Build a capable state	Human Resource Development	HRM Policy Framework, WSP, Organisational Transformation
Quality health care Unite the nation	Human and Community Development	Special Programs on Youth, Disabilities, Elderly, Women; sports, Skills Development through SITA

Fight corruption	Governance and Policy	Internal Auditor, Audit Committee, AG, Risk Management, SCM Policy
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The Impendle Municipality's IDP analysis phase has been grouped around these seven strategic goals. The specific strategies and projects identified by the Municipality in the IDP align to these seven goals.

The following map shows the PGDS translated spatially for the UMgungundlovu District Municipality. As can be seen, the western portions of the Municipality have been identified as social investment areas, the middle and northern section have been identified as value-adding areas, whilst the eastern and southern portions have been identified as economic support areas. The eastern flank of the Municipality has been identified as a bio- diversity priority 1 area.

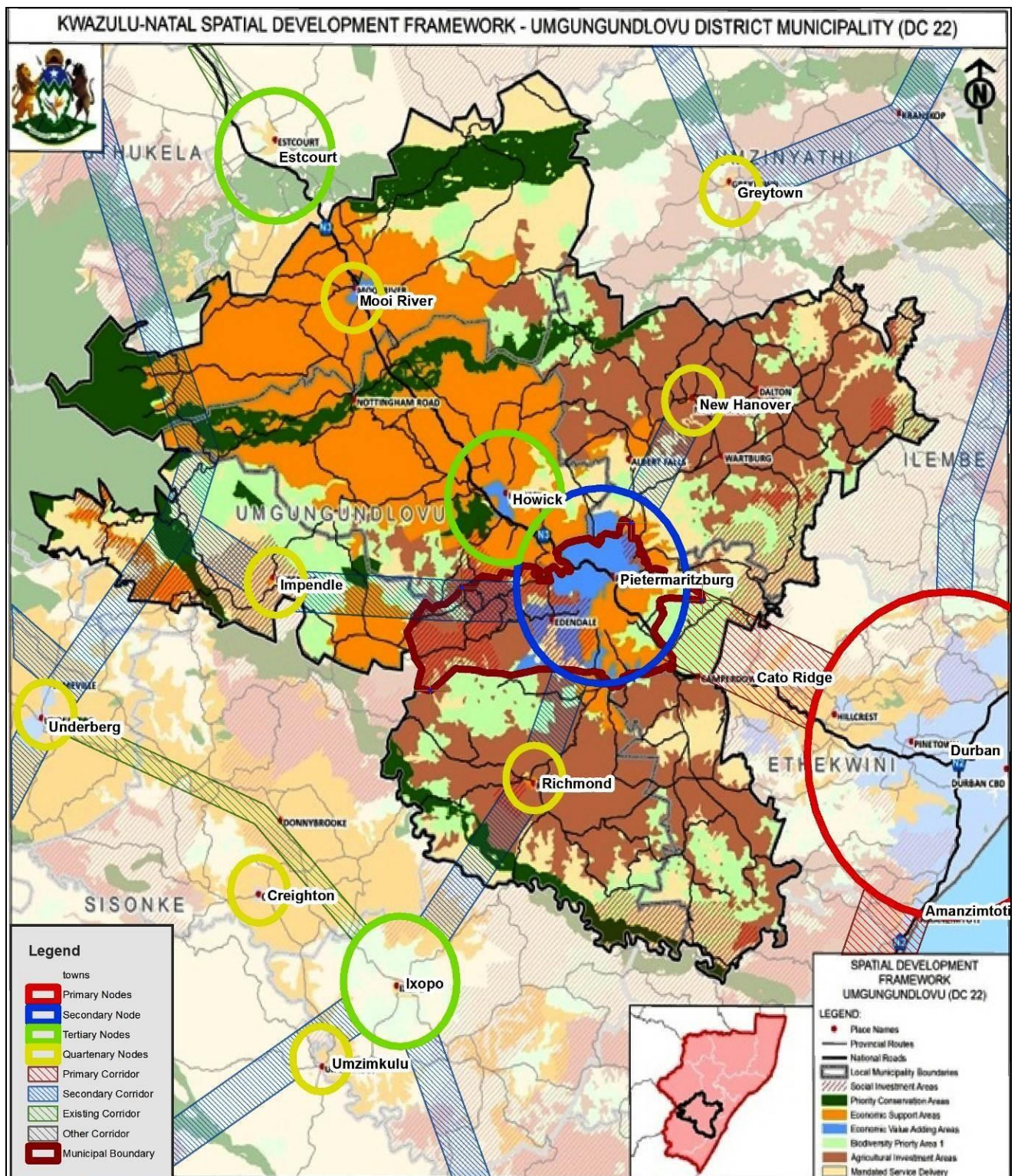


Figure 4: KwaZulu Natal Spatial Development Framework Umgungundlovu (DC 22)

SECTION C

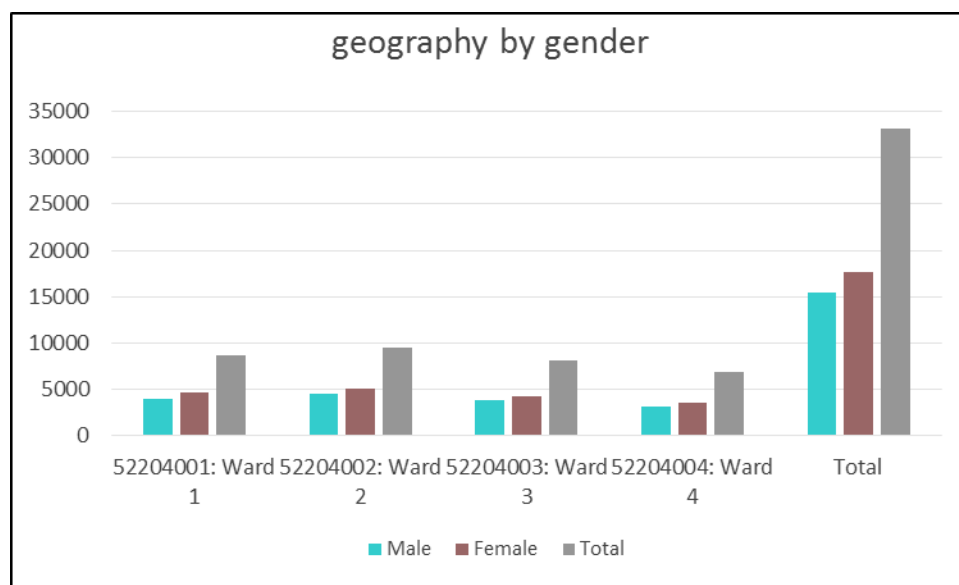
1. Demographic Characteristics

1.1. Demographic Indicators

Initially Statistics South Africa (Statssa) conducted a population census once every 5 years i.e. 1996 and 2001, this interval was however changed to 10 years and thus the last census was in 2011. In between the census, Statssa conducts a Community Survey (CS) and the last one was in 2016. According to Statssa a population census, as defined by the United Nations, is “the total process of collecting, compiling, evaluating, analyzing and publishing or otherwise disseminating demographic, economic and social data pertaining, at a specified time, to all persons in a country or a well-defined part of the country”; i.e. a total count of the population. The CS on the other hand is a large-scale household survey conducted by Statistics South Africa to bridge the gap between censuses. I.e. it is a representative sample of the population. As a result of this the information from the Community Survey is only provided at a Municipal level and not at ward level as compared to the 2011 census which goes down to the ward level and beyond.

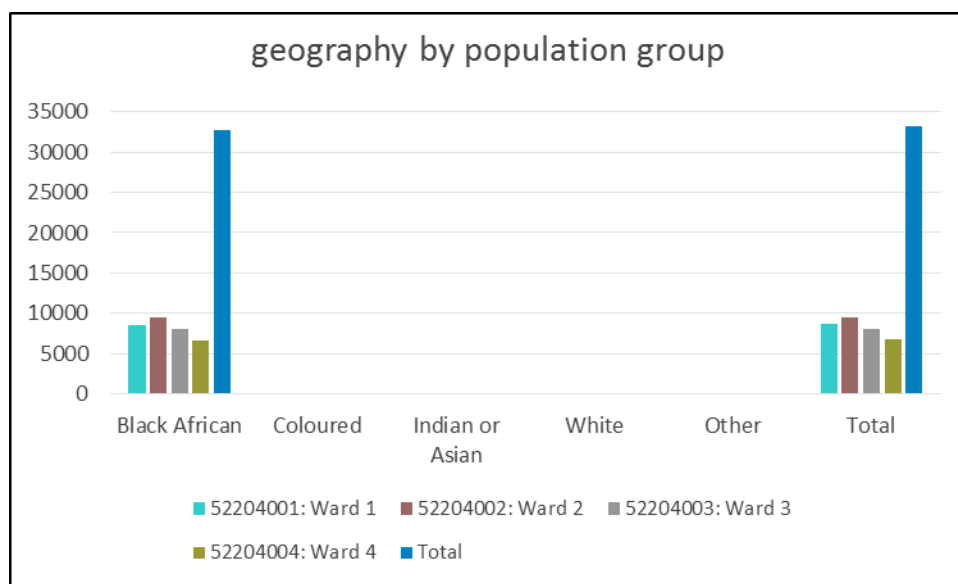
The 2011 census revealed a decline in the population of Impendle Municipality. The causal factors may range from the fact that there are no new investments that can create jobs and no tertiary institutions that can attract people from outside of Impendle and keep local people within the municipality. Table B1 below indicates unpredictable trends of population growth.

Figure 8: Geography by Gender Graph



The graph indicates that the area of Impendle is dominated by females, this may be due long distance employment of males and death.

Figure 9: Geography by Population Group Graph



The population distribution graph depicts that Impendle area consist of black African population more than other

Population by head of household

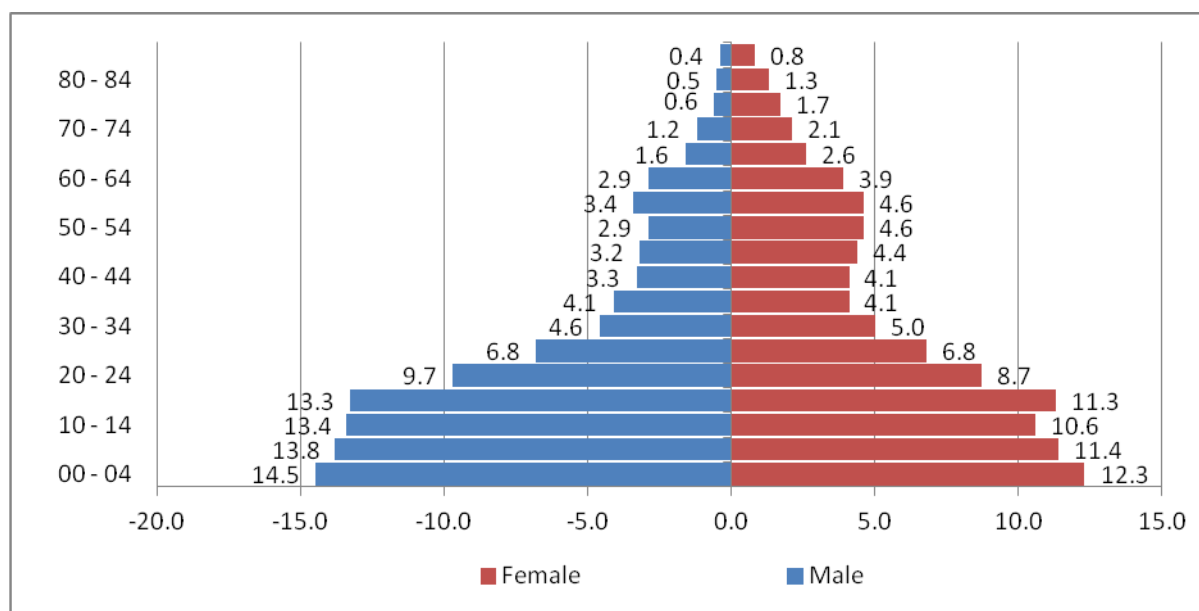
Ward:	Black African	Coloured	Indian or Asian	White	Other	Total
Ward 1	2153	23	3	22	7	2208
Ward 2	2266	1	3	1	3	2274
Ward 3	1807	3	4	1	5	1821
Ward 4	1832	3	4	59	2	1899
Total	8058	30	13	83	17	8203

Source: Stats SA, 2011 Census

Table 11: Population by head of household

TOTAL POPULATION

IMpendle Local Municipality	Total Population
	33 105



Census 2011

Figure 8: Impendle Local Municipality Total Population

IMPENDLE AGE IN COMPLETED YEARS

	KZN224: Impendle	52204001: Ward 1	52204002: Ward 2	52204003: Ward 3	52204004: Ward 4
0 - 4	4406	1228	1217	1128	833
5 - 9	4132	1101	1231	1013	787
10 - 14	3940	1060	1186	944	750
15 - 19	4050	963	1304	984	799
20 - 24	3025	791	841	735	657
25 - 29	2241	585	602	534	521
30 - 34	1581	421	412	369	379
35 - 39	1352	359	368	323	301
40 - 44	1242	338	323	279	302
45 - 49	1276	345	361	319	251
50 - 54	1259	345	337	311	266
55 - 59	1328	326	364	338	301
60+	3272	821	1001	793	658

Census 2011

Table 11: IMPENDLE AGE IN COMPLETED YEARS

FACTORS CONTRIBUTE TO POPULATION CHANGE

Fertility rate

The above graph shows high fertility rate from age 0-4. Population for male constitutes 14.5% and 12.3% for female that suggest that the municipality need to work closely with department of Health, DSD, DOE and SASSA to address issues of sexual reproductive health, early childhood development and social grants.

Mortality rate

The graph depict possibly mortality trends, the age group 5-9, 10-14 reflects population decrease. This picture could be poverty and diseases that lead to mortality in the LM. This picture is bad reflection to the municipality and therefore should be addressed in partnership with the above suggested sector departments.

Migration

The pyramid demonstrates migration trends among youth from age group 21 and above, this could be due to lack of higher education opportunities and employment. the obvious movement is more visible amongst male between the age 21-4 and 30-34 comparing to females by 3.6 and 2.6 percent.

POPULATION GROWTH RATE -1,34% (2001-2011)

The municipality has a decline population growth due to mortality and migration.

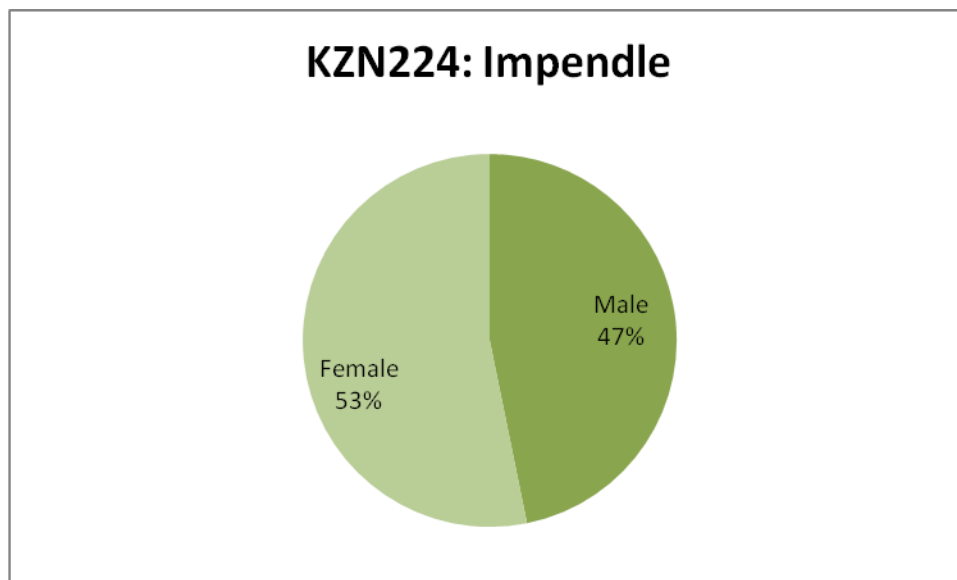
POPULATION DENSITY

The local municipality has the population density of 1, 528km²

POPULATION BY GENDER

	Male	Female
KZN224: Impendle	15493	17612
52204001: Ward 1	4004	4680
52204002: Ward 2	4481	5066
52204003: Ward 3	3815	4254
52204004: Ward 4	3193	3613

Census 2011 Table 12: Population By Gender



Census 2011

Figure 9: Impendle Gender percentages

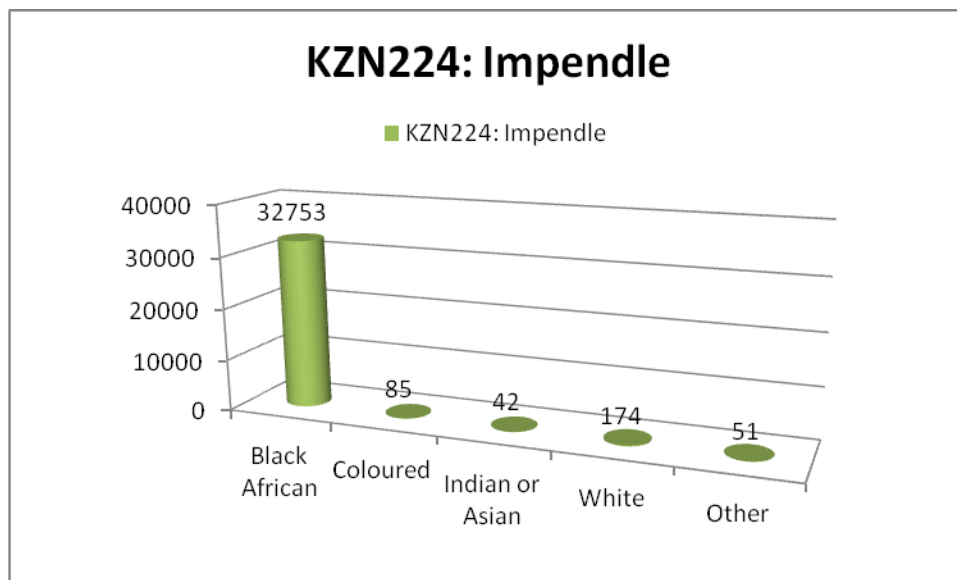
The above pie chart shows that there are more females than males, it is important for the LM to be gender sensitive throughout its planning programmes.

IMPENDLE POPULATION BY GROUP

	Black African	Coloured	Indian or Asian	White	Other
KZN224: Impendle	32753	85	42	174	51
52204001: Ward 1	8548	51	12	55	18
52204002: Ward 2	9509	6	6	9	16
52204003: Ward 3	8027	7	17	3	15
52204004: Ward 4	6668	21	8	107	2

Table 13: Impendle Population by Group

Census 2011



Census 2011

Figure 10: Impendle Population by Group

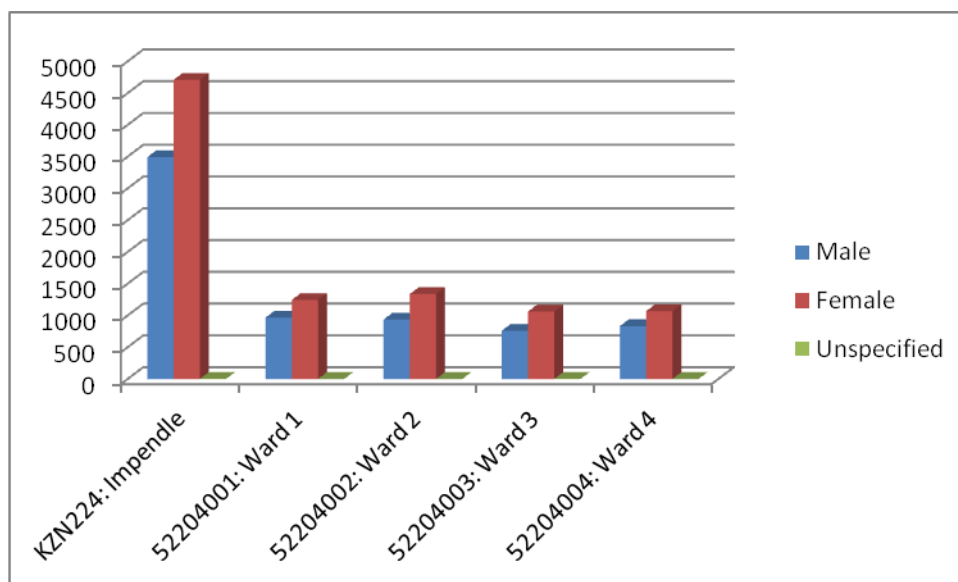
The municipality is dominated by Africans from the disadvantage background and the LM is predominantly rural. It is therefore important that the IDP shows an alignment/partnership with all relevant sector departments in order to address service delivery issues.

IMPENDLE GENDER OF HEAD OF HOUSEHOLD

	Male	Female	Unspecified
KZN224: Impendle	3493	4709	1
52204001: Ward 1	965	1243	-
52204002: Ward 2	936	1338	-
52204003: Ward 3	759	1061	1
52204004: Ward 4	832	1067	-

Census 2011

Table 14: Impendle Gender of Head of Household



Census 2011

Figure 11: Impendle Gender of Head of Household

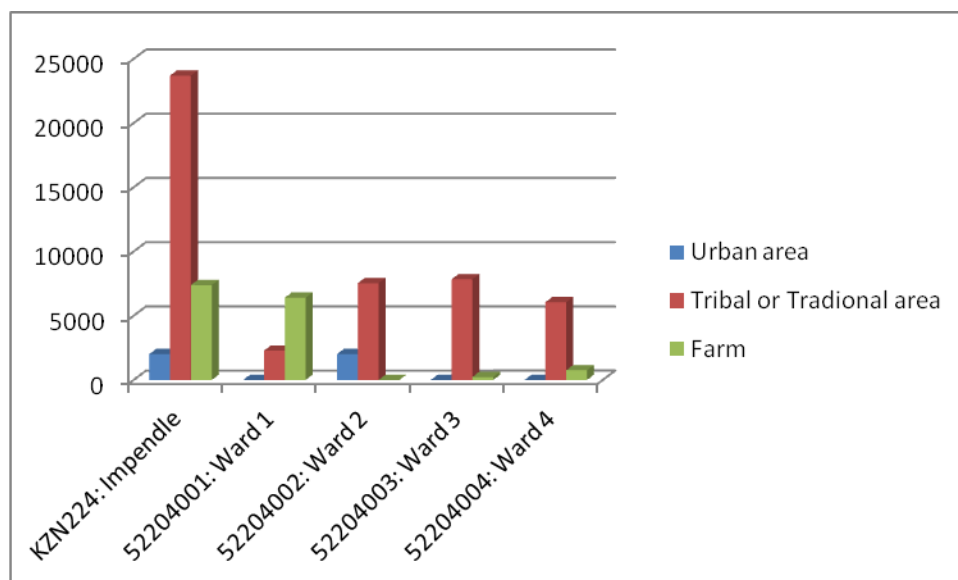
The graph and the table above demonstrate that in all four wards most household are female headed. This gives evidence of migration for males

IMPENDLE GEO TYPE

	Urban area	Tribal or Traditional area	Farm
KZN224: Impendle	2011	23704	7390
52204001: Ward 1	-	2279	6404
52204002: Ward 2	2011	7536	-
52204003: Ward 3	-	7840	230
52204004: Ward 4	-	6049	757

Census 2011

Table 14: Geo Type



Census 2011

Figure 12: Geo Type

The graph for geo type shows that Impendle is predominantly rural.

IMPENDLE SPOKEN LANGUAGE

	KZN224: Impendle	52204001: Ward 1	52204002: Ward 2	52204003: Ward 3	52204004: Ward 4
Afrikaans	80	40	12	14	14
English	584	146	153	142	144
IsiNdebele	391	66	105	135	85
IsiXhosa	138	43	15	34	47
IsiZulu	30886	7960	9002	7567	6357
Sepedi	54	10	27	11	6
Sesotho	528	276	146	60	47
Setswana	206	49	56	48	54
Sign language	166	82	24	21	39
SiSwati	5	3	1	-	-
Tshivenda	11	1	2	2	5
Xitsonga	8	-	-	5	3
Other	43	5	4	28	7
Unspecified	-	-	-	-	-
Not applicable	5	2	-	3	-

Census 2011

Table 15: Impendle Spoken Language

IMPENDLE HIGHEST EDUCATION

	KZN224:	52204001:	52204002:	52204003:	52204004:
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	Impendle	Ward 1	Ward 2	Ward 3	Ward 4
Gade 0	1468	511	353	341	264
Grade 1 / Sub A	1343	337	396	344	265
Grade 2 / Sub B	1400	338	441	337	285
Grade 3 / Std 1/ABET 1Kha Ri Gude;SANLI	1292	330	392	338	232
Grade 4 / Std 2	1752	454	538	399	361
Grade 5 / Std 3/ABET 2	1597	426	474	379	317
Grade 6 / Std 4	1609	456	450	394	310
Grade 7 / Std 5/ ABET 3	1852	527	533	393	400
Grade 8 / Std 6 / Form 1	2085	532	557	521	475
Grade 9 / Std 7 / Form 2/ ABET 4	1701	466	434	414	387
Grade 10 / Std 8 / Form 3	2253	583	584	604	482
Grade 11 / Std 9 / Form 4	2590	688	766	622	514
Grade 12 / Std 10 / Form 5	4254	987	1277	1003	988
NTC I / N1/ NIC/ V Level 2	22	10	2	2	7
NTC II / N2/ NIC/ V Level 3	9	2	2	4	1
NTC III /N3/ NIC/ V Level 4	13	7	1	1	4
N4 / NTC 4	8	3	4	1	-
N5 /NTC 5	9	2	1	-	5
N6 / NTC 6	23	6	5	5	7

Certificate with less than Grade 12 / Std 10	20	15	2	1	1
Diploma with less than Grade 12 / Std 10	25	7	1	5	12
Certificate with Grade 12 / Std 10	164	48	22	65	30
Diploma with Grade 12 / Std 10	116	33	13	40	30
Higher Diploma	114	30	22	16	46
Post Higher Diploma Masters; Doctoral Diploma	16	6	2	3	3
Bachelors Degree	49	12	1	22	14
Bachelors Degree and Post graduate Diploma	30	11	2	4	13
Honours degree	42	6	1	21	13
Higher Degree Masters / PhD	29	5	5	4	15
Other	11	4	1	4	3
No schooling	2795	612	1044	653	487

Census 2011

Table 16: Impendle Highest Education

The above table shows that there are few people with matriculation and higher educational qualifications. This suggest that the limited number of people who enter into the formal employment sector. The municipality needs to introduce Higher education institution in a form of FETs etc.

The structure of the population pyramid provide enough evidence that the LM should invest more in education as the LM has high population of young people with no skills.

MARITAL STATUS

	Married	Living together like married partners	Never married	Widower/ Widow	Separated	Divorced
KZN224: Impendle	6104	554	24963	1282	135	68
52204001: Ward 1	1438	213	6641	340	29	23

52204002: Ward 2	1842	126	7223	298	41	16
52204003: Ward 3	1531	115	6052	318	37	16
52204004: Ward 4	1293	99	5047	326	28	13

Census 2011

Table 16: Impendle Marital Status

MOTHER ALIVE

	Yes	No	Do not know	Unspecified	Not applicable
KZN224: Impendle	21761	10535	94	710	5
52204001: Ward 1	5717	2820	13	132	2
52204002: Ward 2	6338	2892	24	293	-
52204003: Ward 3	5299	2562	30	175	3
52204004: Ward 4	4407	2261	28	110	-

Census 2011

Table 17: Impendle Alive Mothers

FATHER ALIVE

	Yes	No	Do not know	Unspecified	Not applicable
KZN224: Impendle	15911	15207	523	1459	5
52204001: Ward 1	4083	4188	108	303	2
52204002: Ward 2	4778	3970	110	688	-
52204003: Ward 3	3765	3861	163	277	3
52204004: Ward 4	3285	3188	142	191	-

Census 2011

Table 18: Impendle Alive Fathers

IMPENDLE AGE OF HEAD OF HOUSEHOLD

	KZN224: Impendle	52204001: Ward 1	52204002: Ward 2	52204003: Ward 3	52204004: Ward 4
10 - 14	42	14	13	10	6
15 - 19	238	67	62	61	49
20 - 24	392	117	116	60	98
25 - 29	508	145	115	99	149
30 - 34	462	145	106	83	128
35 - 39	596	172	145	129	149
40 - 44	659	190	173	120	176
45 - 49	779	209	223	179	168
50 - 54	824	221	220	192	190
55 - 59	947	231	264	240	213
60+	2754	697	836	648	573

Census 2011

Table 19: Impendle Age of Head of Household

The LM shows evidence of child headed households therefore it is important that there are identified in order to provide necessary services to them.

INDIVIDUAL MONTHLY INCOME

	KZN224: Impendle	52204001: Ward 1	52204002: Ward 2	52204003: Ward 3	52204004: Ward 4
No income	15561	3319	5110	4689	2443
R 1 - R 400	5002	1635	1268	677	1422
R 401 - R 800	1599	530	454	376	239
R 801 - R 1 600	5106	1451	1383	1191	1082
R 1 601 - R 3 200	1159	393	206	239	320
R 3 201 - R 6 400	439	191	57	87	103
R 6 401 - R 12 800	334	135	36	76	88
R 12 801 - R 25 600	166	36	17	55	59
R 25 601 - R 51 200	79	14	12	26	26
R 51 201 - R 102 400	9	1	-	3	4
R 102 401 - R 204 800	11	2	4	4	2
R 204 801 or more	7	2	1	-	4

Unspecified	3627	973	999	642	1013
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Census 2011

Table 20: Individual Monthly Income

1.

HEALTH

National HIV prevalence among antenatal women by district, South Africa, 2011/2012 report, focusing KZN province by Districts

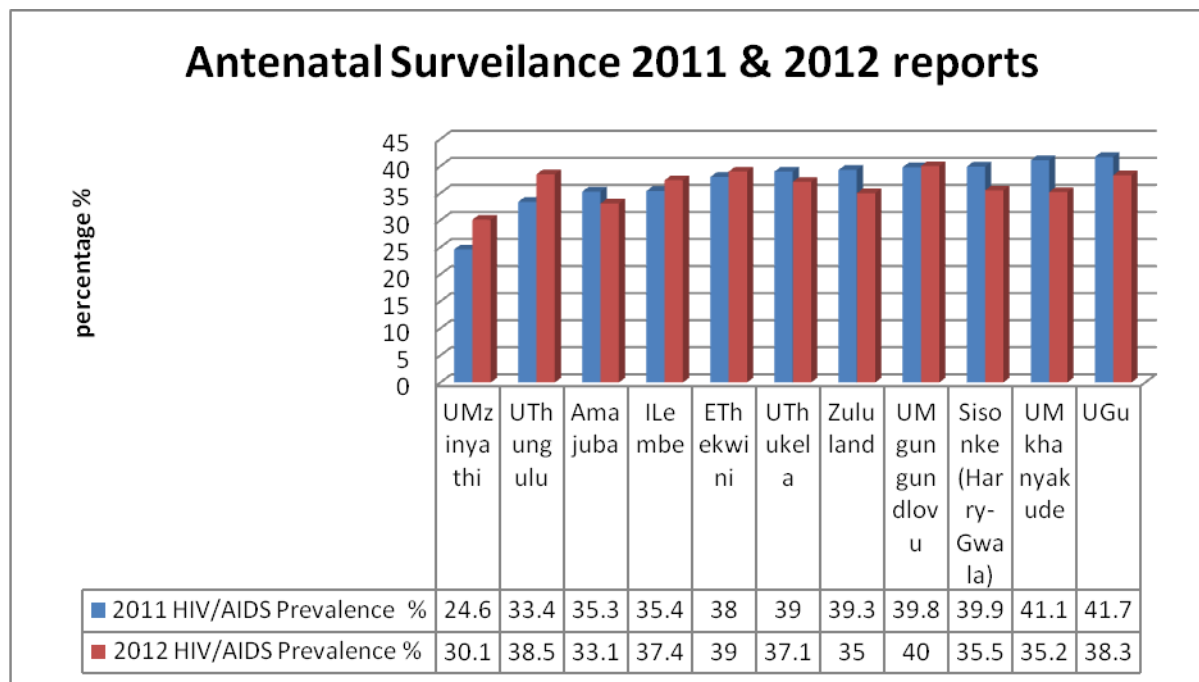


Figure 13: Antenatal Surveillance 2011 & 2012 reports

Source: HIV prevalence among antenatal women by district, South Africa, **2012**. (Source: NDoH, 2011, 2012 Antenatal Surveillance)

Given the above situation of the LM, health information is imperative to include in the IDP. The LM has high population of children whom amongst them the mortality trends are predicted. Furthermore population ageing trend is visible requiring that health services should be available for this group. Impendle falls under Umgungundlovu DM, the graph above shows that the Dm is at 40 percent of HIV prevalence and therefore services to address the pandemic must be available. **NB**, the IDP must provide the implementation plan, budget alignment and strengthening with relevant partners to address HIV/AIDS.

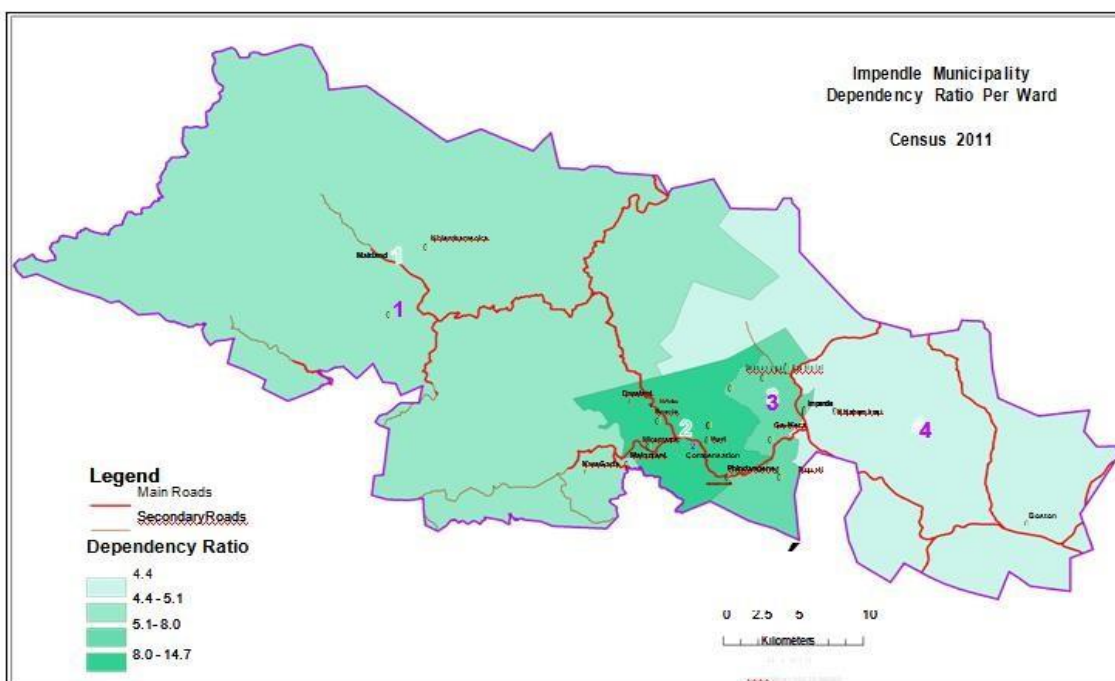
The above information on HIV/AIDS is at the district level therefore the municipality needs to collect information that talks to the LM.

IMPENDLE DISABILITY

	Communication	Hearing	Remembering	Seeing	Self-care	Walking or climbing
Number						
Some difficulty	859	1127	1854	2768	752	1175
A lot of difficulty	226	380	673	933	195	467
Cannot do at all	248	91	243	100	536	200
Do not know	158	26	156	22	193	66
Cannot yet be determined	1466	1529	1453	1544	4485	1447
Unspecified	962	899	1037	835	1434	958
%						
Some difficulty	22	28	34	45	10	27
A lot of difficulty	6	9	12	15	3	11
Cannot do at all	6	2	4	2	7	5
Do not know	4	1	3	0	3	2
Cannot yet be determined	37	38	27	25	59	34
Unspecified	25	22	19	13	19	22

Source: census 2011
Disability

Table 20: Impendle



Source: Census 2011

Figure 14: Impendle Municipality Dependency Ratio Per Ward

Figure 14 above indicates high dependency ratio in ward 2 followed by Ward 3, Ward 1 and Ward 4 is low. The reason might be the fact that the employment rate is higher in Ward 4 due to the commercial farms. This is witnessed by Figure 15 below which indicates high employment rate in Ward 4

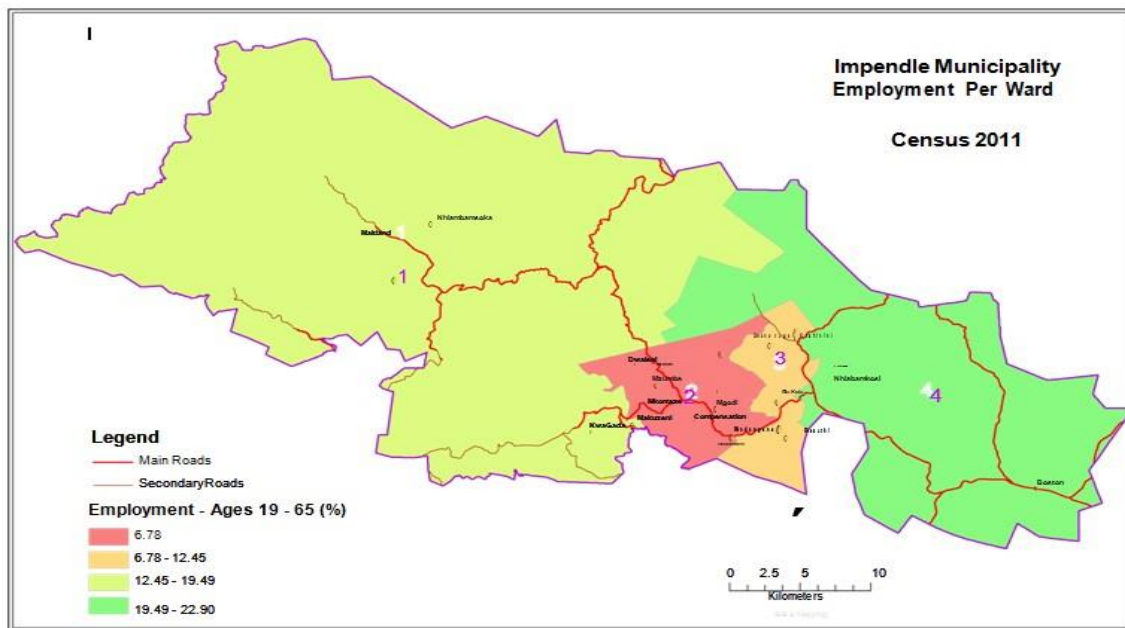


Figure 15: Impendle Municipality Employment Per Ward

Figure 16 below indicates that Ward 1 is behind in water services provision.

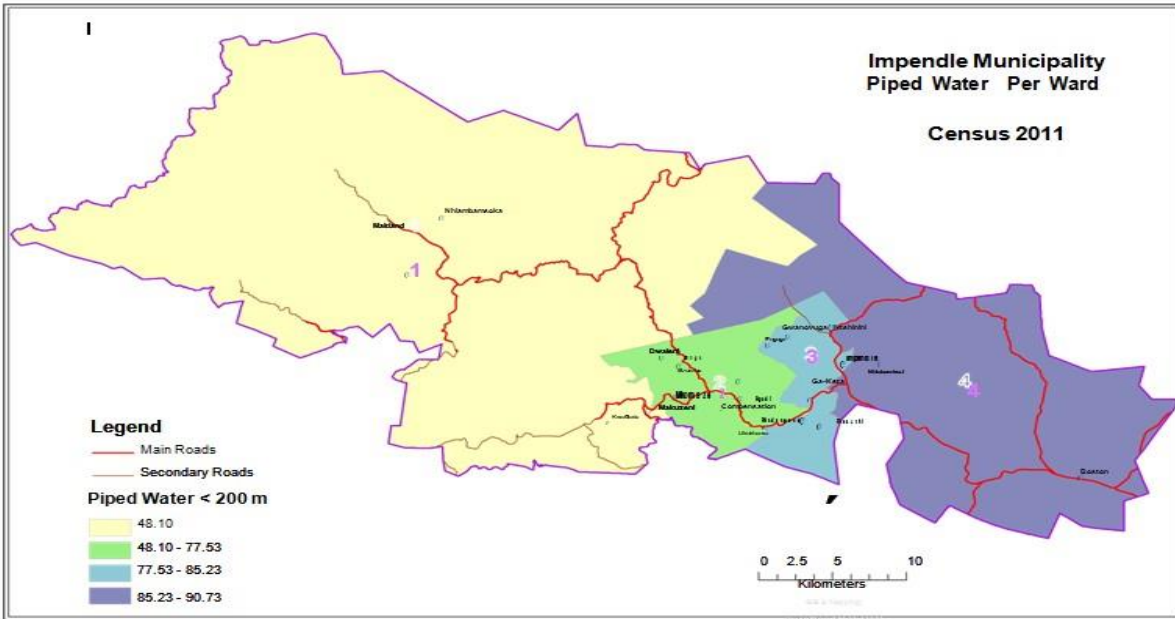


Figure 16: Impendle Municipality Piped Water Per Ward

Figure 17 below indicates that Ward 3 and Ward 4 are in a better unemployment conditions than Ward 1 and 2. This might be the case because Ward 3 and 4 are closer to commercial farms which are the largest private sector employer in the Municipal area.

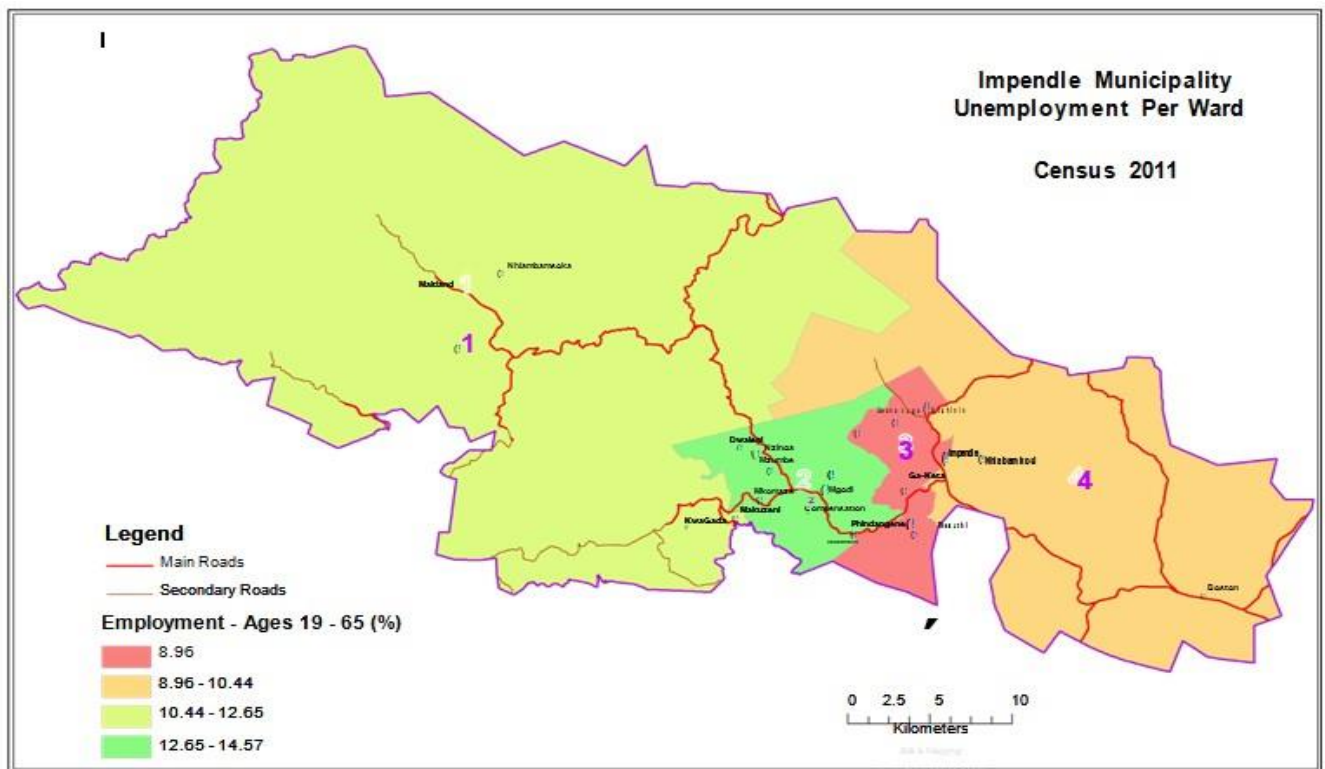


Figure 17: Impendle Municipality Unemployment Per ward

Fig. 18 below indicates that though Ward 1 has a large geographical area, its population is scattered. People are concentrated in ward 3 the reason might be the Impendle Town and Compensation Settlements

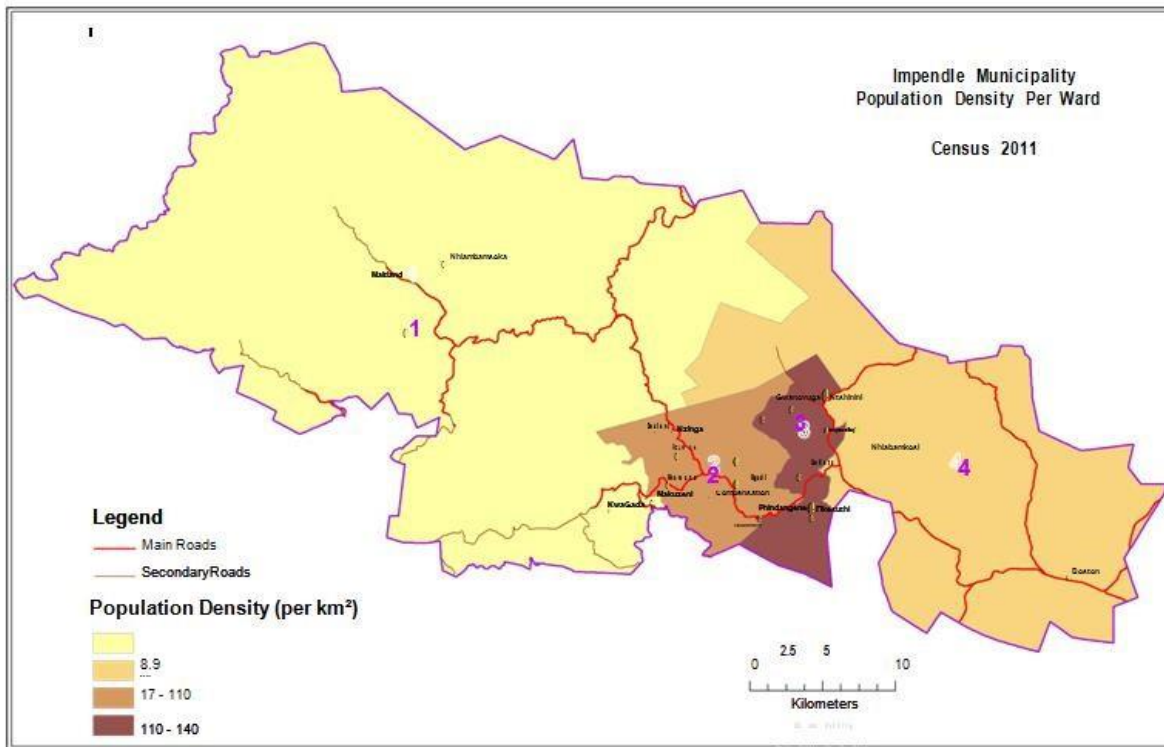


Figure 18: Impendle Municipality Population Density Per Ward

Fig. 19 below indicates that there is a huge backlog in terms of refuse removal; the highest is less than 6%. This might be due to the capacity of the Municipality and the rural nature of the area.

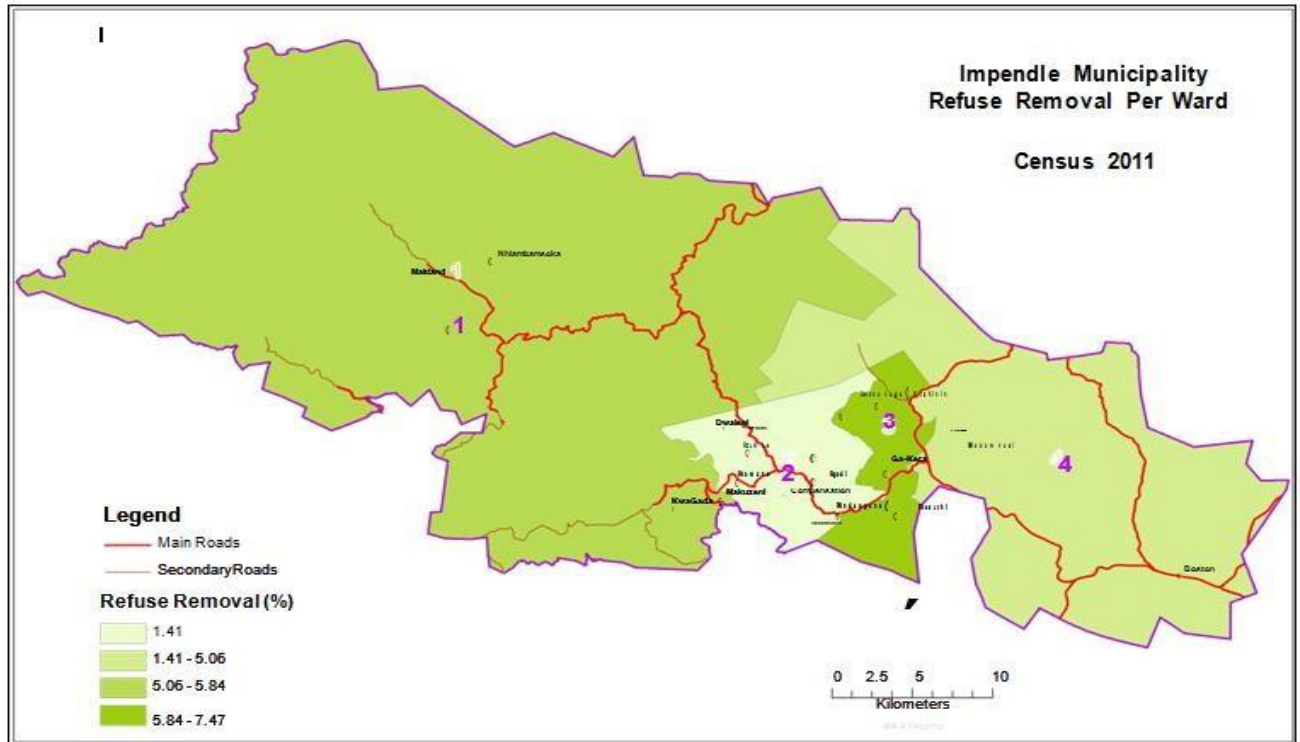


Figure 20: Impendle Municipality Refuse Removal Per Ward

Fig. 21 below indicates that ward 5 has a highest formal dwelling typology: this might be due to formal farm houses. Ward 4 is follow

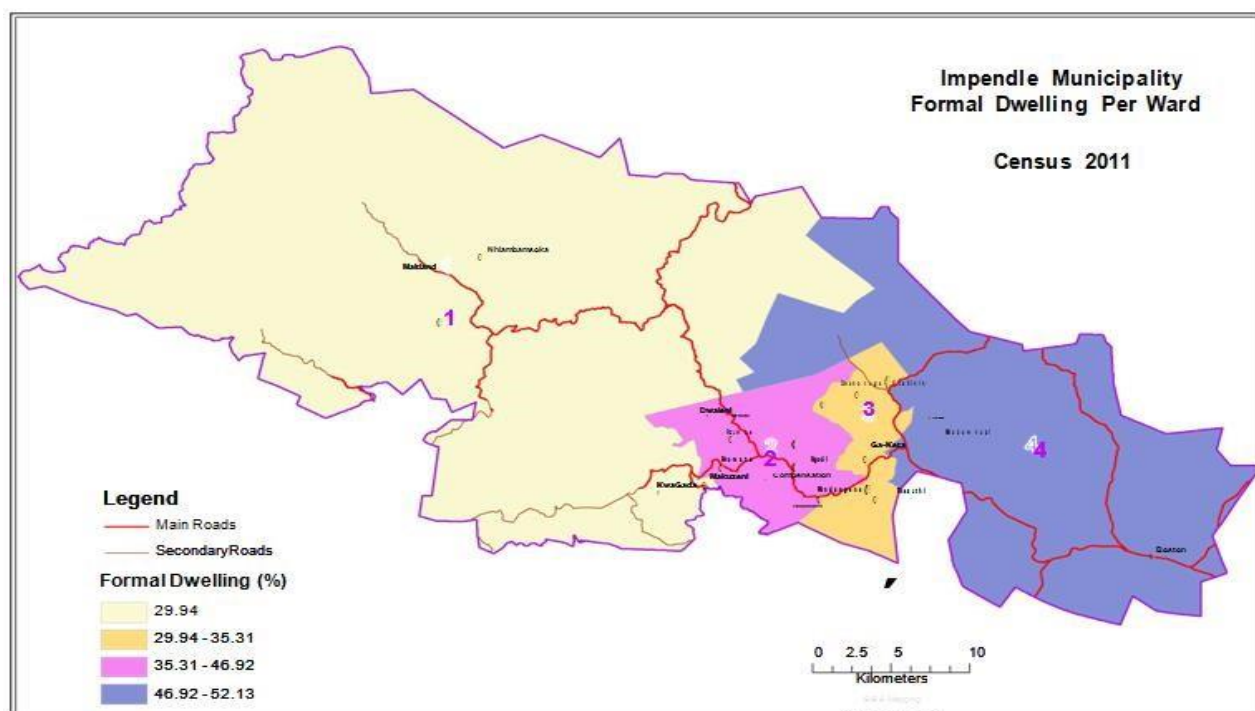


Figure 21: Impendle Municipality Formal Dwelling Per Ward

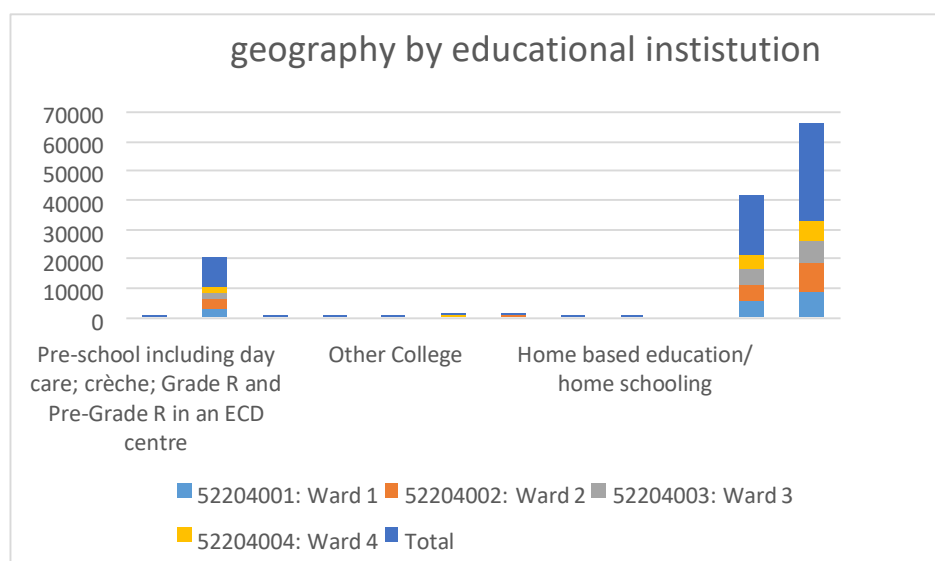


Figure 22: Impendle Geography by Educational Institution

The graph indicate that more than 60 000 of learners attend schools however 20 000 of these learners attend ordinary schools due rural nature of the municipality.

The table below shows 2016 Community Survey Indicators data from StatsSA

Indicator	Sub-indicator	KZN224: Impendle
Population		29526
Population Composition	0 - 14	12933
	15 - 34	8993
	35 - 59	5060
	60+	2540
Gender	Male	14367
	Female	15159
Population group	Black african	29205
	Coloured	15
	Indian/asian	0
	White	305
Current school attendance	Yes	13264
	No	16252
	Do not know	10
Current school attendance (by gender)	Yes (Male)	6866
	No (Male)	7501
	Do not know (Male)	0
	Yes (Female)	6398
	No (Female)	8750
	Do not know (Female)	10
Current school attendance (by race)	Yes (Black African)	13160
	No (Black African)	16035
	Do not know (Black African)	10
	Yes (Coloured)	13
	No (Coloured)	2
	Do not know (Coloured)	0
	Yes (Indian/Asian)	0
	No (Indian/Asian)	0
	Do not know (Indian/Asian)	0
	Yes (White)	90

	No (White)	215
	Do not know (White)	0
Highest level of education	No schooling	5115
	Primary schooling	11551
	Some secondary	8154
	Matric	4049

Indicator	Sub-indicator	KZN224: Impendle
	Tertiary	360
Highest level of education (by gender)	No schooling (Males)	2397
	No schooling (Females)	2719
	Primary Schooling (Males)	5712
	Primary Schooling (Females)	5838
	Some Secondary (Males)	4026
	Some Secondary (Females)	4127
	Matric (Males)	1898
	Matric (Females)	2151
	Tertiary (Males)	122
	Tertiary (Females)	238
Highest level of education (by race)	No schooling (Black African)	5115
	No schooling (Coloured)	0
	No schooling (Indian/Asian)	0
	No schooling (White)	0
	Primary Schooling (Black African)	11522
	Primary Schooling (Coloured)	0
	Primary Schooling (Indian/Asian)	0
	Primary Schooling (White)	28
	Some Secondary (Black African)	8070
	Some Secondary (Coloured)	15
	Some Secondary (Indian/Asian)	0
	Some Secondary (White)	68
	Matric (Black African)	3991
	Matric (Coloured)	0

	Matric (Indian/Asian)	0
	Matric (White)	58
	Tertiary (Black African)	240
	Tertiary (Coloured)	0
	Tertiary (Indian/Asian)	0
	Tertiary (White)	120
Matric (20+ age group)		3745
Matric (20+ age group by gender)	Male	1779
	Female	1966
Matric (20+ age group by population)	Black african	3687
	Coloured	0
	Indian/asian	0
	White	58

Indicator	Sub-indicator	KZN224: Impendle
group)		
Number of households	Number of households	7011
Household percentage share by population group	Black/African	6910
	Coloured	15
	Indian/Asian	0
	White	135
Head of household (gender)	Male	5945
	Female	5635
Main dwelling	Formal	4082
	Informal	325
	Traditional	2570
	Other	35
Main source of drinking water	Piped (tap) water inside dwelling	241
	Piped (tap) water inside yard	2711
	Piped water on communal stand	2661
	Borehole in yard	15

	Rain-water tank in yard	17
	Neighbours tap	94
	Public/communal tap	41
	Water-carrier/tanker	176
	Borehole outside yard	292
	Flowing water/stream/river	448
	Well	0
	Spring	247
	Other	68
Main type of toilet facility used	Flush toilet (Sewage system/sceptic tank	287
	Chemical toilet	441
	Pit latrine (with/without) ventilation	5459
	Ecological toilet (e.g. urine diversion, enviroloo)	0
	Bucket toilet (collected by municipality/Emptied by household	0
Household access to electricity	In-house conventional meter	447
	In-house prepaid meter	6175
	Connected to other source which household pays for	82
	Connected to other source which household is not paying for	43
	Solar home system	17
	Other	0
	No electricity	246

Indicator	Sub-indicator	KZN224: Impendle
Refuse removal	Local authority/Private/community members at least once a week	73
	Local authority/Private/community members less often than once a week	16
	Communal refuse dump	116
	Own refuse dump	6762
	Dump or leave rubbish anywhere (no rubbish disposal)	32
	Other	13
Main source of energy for cooking	Electricity from mains	4901
	Other source of electricity (e.g. generator etc.)	0
	Gas	88
	Paraffin	54
	Wood	1955

	Coal	0
	None	15
Main source of energy for water heating	Electricity from mains	4505
	Other source of electricity (e.g. generator etc.)	52
	Gas	12
	Paraffin	40
	Wood	2322
	Coal	0
	Solar	0
	None	79
Main source of energy for space heating	Electricity from mains	2229
	Gas	25
	Paraffin	1
	Wood	4059
	Coal	0
	Other	213
	None	486
Main source of energy for lighting	Electricity from mains	6689
	Other source of electricity (e.g. generator etc.)	5
	Gas	0
	Paraffin	3
	Candles	283
	Solar	17
	None	15
Household goods	Air conditioner	87
	Cellphone	6325
	Computer/Laptop	424

Indicator	Sub-indicator	KZN224: Impendle
	DVD	3719
	Geyser	263
	Home Theatre System	503
	Landline	164

	Microwave oven	2155
	Motor Vehicle	1259
	Radio	5135
	Refrigerator	5466
	Satellite decoder	2398
	Stove (Electric/Gas)	4990
	Tablet of Phablet	280
	Television	5333
	Vacuum cleaner	298
	Washing machine	399
	Internet Services - Connected in the dwelling	156
Run out of money to buy food in past 12 months	Yes	3223
	No	3764
	Do not know	24
Skipped meal in the past 12 months	Yes	2027
	No	4961
	Do not know	24
Run out of money to buy food for 5 or more days in the past 30 days	Yes	901
	No	1126
	Do not know	0
Household involved in agricultural activity	Yes	4303
	No	2709
Type of agricultural activity	Livestock production	3118
	Poultry production	2836
	Grains and food crops	873
	Industrial crops	0
	Fruit production	59
	Vegetable production	2340
	Other	38

Indicator	Sub-indicator	KZN224: Impendle
Death in household	Yes	595
	No	6417
Ever given birth	Yes	3534
	No	2467
	Do not know	0

1.2. Key Findings (including Trends)

IMPENDLE POPULATION	Census 2001	CS 2007	Census2011	% CHANGE
Population	33569	39401	33105	-1.4%
Household	7343	7338	8203	11.7%
TYPE OF DWELLING	Census 2001	CS 2007	Census2011	% CHANGE
Formal	39.6%	13.0%	-	-26.6%
Informal	0.8%	0.8%	-	0.0%
ELECTRICITY	Census 2001	CS 2007	Census2011	% CHANGE
Lighting	61.1%	78.4%	83.6%	22.5%
Cooking	15.9%	24.3%	47%	31.1%
Heating	13.4%	11.4%	31%	17.6%
TOILET	Census 2001	CS 2007	Census2011	% CHANGE
Pit latrine	86.5%	69.9%	85.6%	-0.9%
Bucket Toilet System	2.3%	0.0%	0%	-2.3%
No toilet	2.4%	1.4%	14.4%	12.4%

REFUSE DISPOSAL	Census 2001	CS 2007	Census2011	% CHANGE
Removed by local authority / private company	2.5%	2.4%	4.8%	2.3%

No refuse disposal	4.5%	23.9%	93.4%	- %
WATER	Census 2001	CS 2007	Census2011	% CHANGE
Piped water inside dwelling	5.7%	18.3%	16%	10.3%
Piped water inside yard	52.1%	37.8%	37.7%	-14.4%
Piped (tap) water to community stand	18.9%	18.5%	20%	1.1%
Total piped water	76.7%	74.7%	73.7%	-3.0%

Source: Statistics South Africa 2001/2007/2011
(Including Trends)

Table 20: Impendle Municipality Key Findings

RECOMMENDATIONS

It is recommended that the municipality with its status core ensure that all its war rooms are functional to inform IDP and service delivery plans. Since the LM is rural it is important to utilise and strengthen Indigenous knowledge systems to alleviate poverty.

The LM has the high fertility rate this may suggest teenage pregnancy, therefore the IDP should consider addressing social ills that affect young people.

2. Cross Cutting Issues (Spatial Environmental and Disaster Management)

2.1. Regional Context

District Context

Impendle Local Municipality is one of the seven category B municipalities comprising UMgungundlovu District Municipality established in terms of Section 155(1)(b) of the Constitution of the Republic of South Africa (1996) following the local government elections in 2000. Impendle Local Municipality is located within the western portion of UMgungundlovu District Municipality, which in turn is situated in the west of KwaZulu-Natal Province. It adjoins uMngeni Municipality to the north east, Msunduzi Municipality to the east, Dr. Nkosazana Dlamini Zuma Municipality to the south and Lesotho border to the west. Impendle is characterised on its eastern side by rolling hills and agriculture, and in the central portion by higher mountains, which result in settlements along roads and rivers. On the western side the topography becomes progressively steeper and less suitable for settlement as it progresses into the World Heritage Site Conservation Area.

The town of Impendle is centrally situated within the local municipality, and about 50 kilometres from central Msunduzi. The town represents a primary node within the district spatial development framework and is situated on a primary development corridor, which traverses the local municipal area.

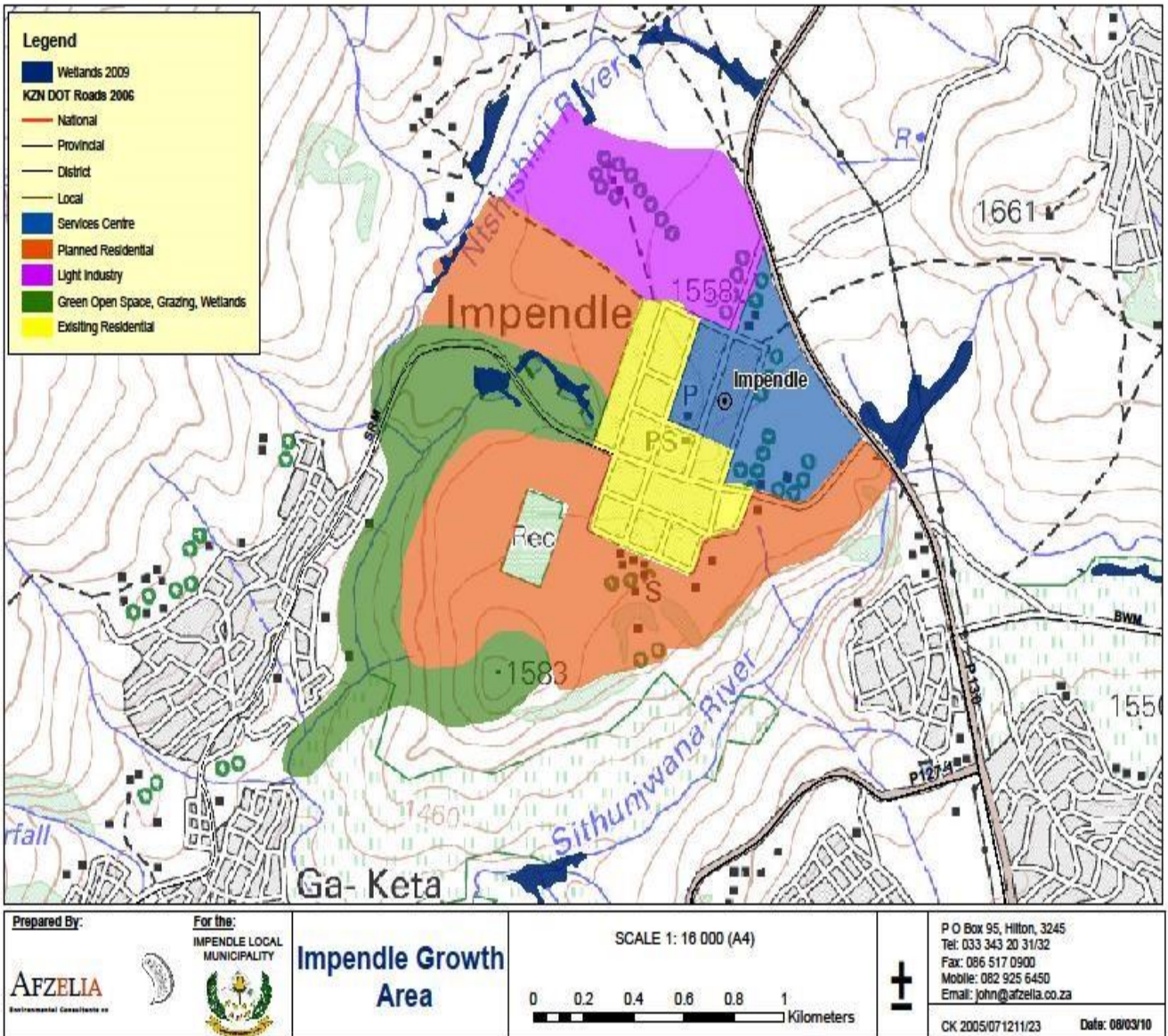
Boston, which is a secondary node, is also situated on the development corridor, about 35 kilometres from Msunduzi.

Following Census data, the Municipality has experienced a population decline since 2001. This may be attributed to a variety of factors including: inaccessibility, poorly developed infrastructure, limited marketing, inability to compete in the regional economy, limited rates base etc. Through its IDP it is therefore targeting key infrastructural and economic projects with a view to providing a 'platform' for investment in development of the area in agriculture, tourism, services and processing.

2.2. Administrative Entities

Settlements and Administration

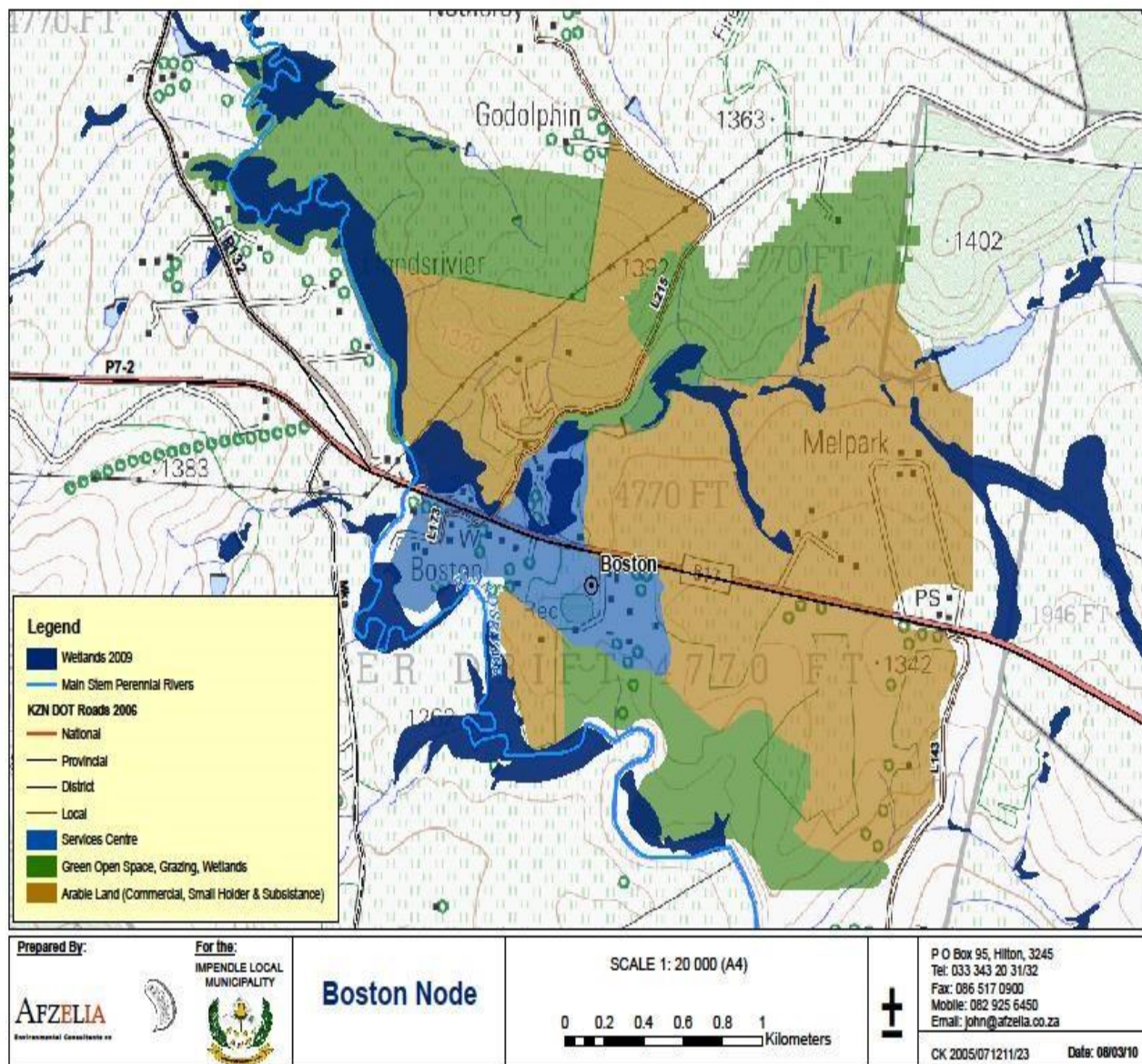
A substantial traditional area known as the Nxamalala Traditional Area exists to the South of Impendle town while Private farm land is located to the East and West of Impendle town. The Impendle Municipality mainly consists of scattered rural and semi rural settlements. For ease of reference the towns/villages will be discussed in relation to the services they provide and then each settlement will be considered according to the ward in which the settlement is located. The wards run chronologically from West to East (Ward 1 to Ward 4) in the municipality (Map 16, Annexure 4 SDMP). Wards 2 and 3 are relatively small being located centrally in Impendle. Ward 4 is extensive and includes the eastern area of the Municipality. Settlement in each of the Wards is noted below. Further detail is provided in the SDMP attached as Annexure I1.



Towns/Villages

The town of **Impendle**, located in Ward 3 had an adopted Town Planning Scheme which was established on 26 July 1994, now it is going to be substituted by the Land Use Scheme which is to be adopted with the 2018/2019 IDP and will be aligned with the Integrated SDF, LED and EMP. This town has the following public facilities:-Municipality offices; Magistrates Court; Petrol filling station; Post office; Police station; Gomane clinic; Thusong Services Centre; Community Hall; various General Dealers. The town is located in the context of a large area of rural settlement identified as the Impendle Management Area in the SDF. The town is the focus for future of economic growth and development while the surrounding settlements are the focus of agricultural development.

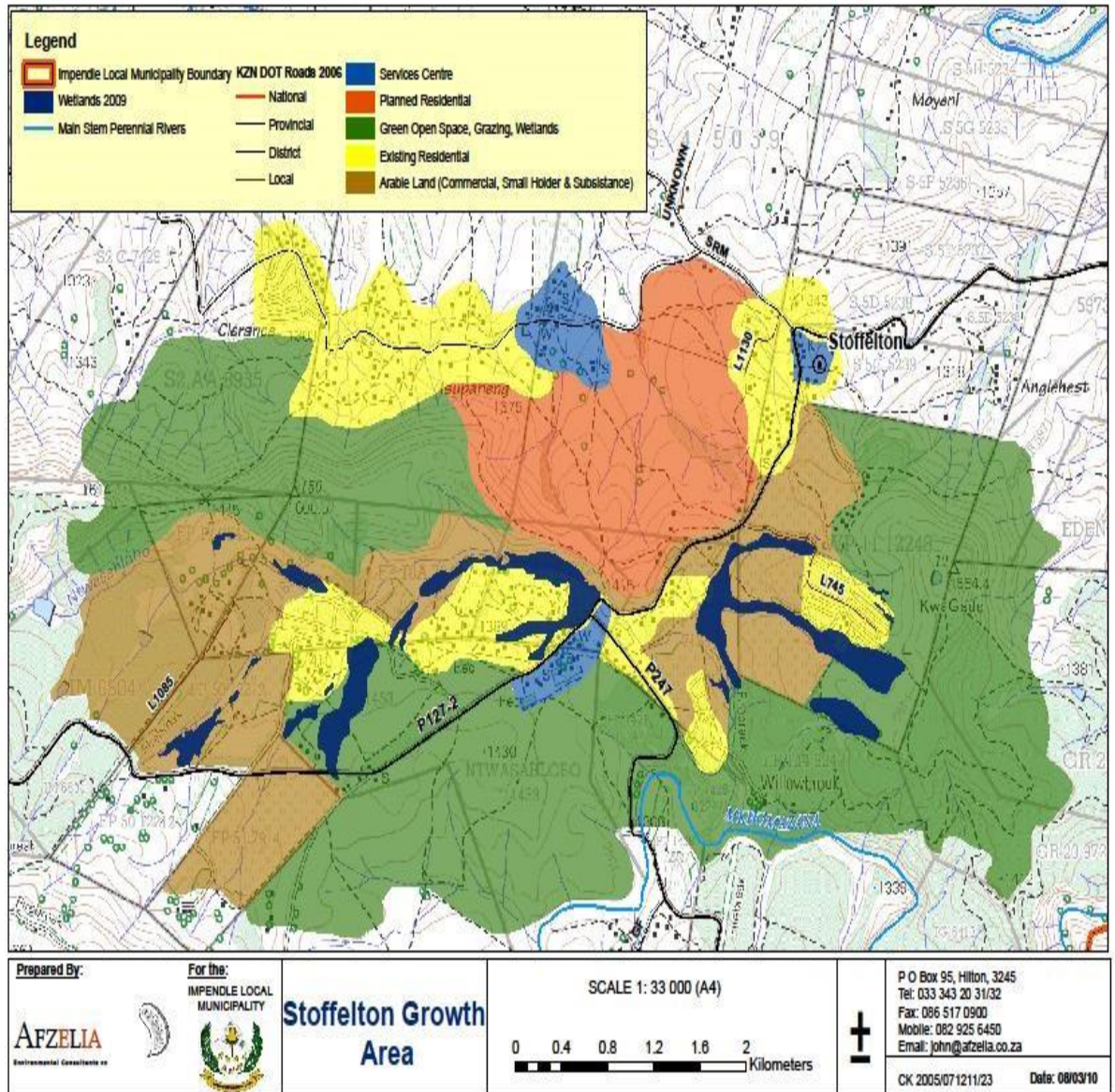
Boston, an established village to the East of the Municipality does not have a Town Planning Scheme but consists of the following facilities:-*Petrol Filling Station; General Dealer; Moth Hall; Boston Country Club; A few residential sites; Agricultural Co-operative; Police Station some distance away*. This village has been identified as the gateway to tourism development in Impendle (Annexure I1).



Ward 1

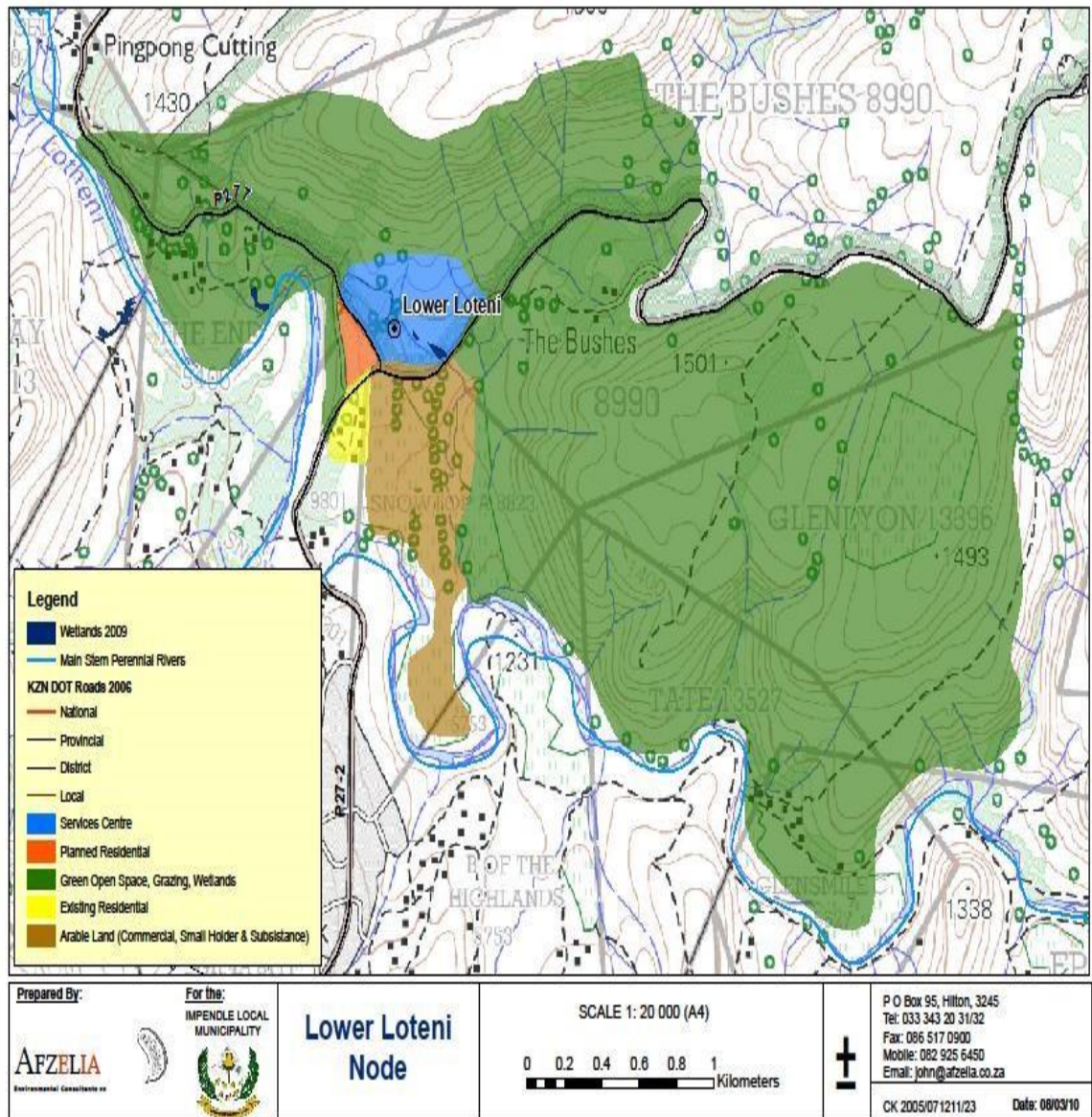
Ward 1 is located on the Western portion of the Municipality with the western boundary of the Municipality falling adjacent to the Drakensberg Mountains. This ward is by far the largest ward in terms of geographical area and consists of scattered rural settlements. Small pockets of traditional areas are also located along roads and rivers. There are three settlements which stand out above the rest in this ward, namely:-

- **Stoffelton-Ntwasahlobo** consisting of the following:- *Isiminzana Traditional Court; Community Hall; 1 Primary School; 1 High School; Library / Resource Centre; General Dealer; Church*. Stoffelton is being linked with Ntwasahlabo and an area known as the Ridge. This is located in the South West of Impendle and adjoins KwaSani as a crossborder area.



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- **Lower Lotheni** has rather a scattered structure in terms of settlement and related public services. In the North are the following communities: *Maitland; Nkathini; Nhlatimbe; Lotheni*.



- **Nzinga** consisting of the following:- Nxamalala Clinic; HIV/Aids drop in centre; Nxamalala Traditional Administration Centre; 2 Primary Schools; 2 High schools; General Dealers. Large areas of settlement follow the main road to Nzinga and then split off on the road to Lotheni mainly located in the valley of the Nzinga River.

East of Ward 1 is Ward 2 which has as its western boundary the Nzinga River while the Eastern Boundary is the Impendle Mountain. This Ward consists of the following settlements, namely:-

Ukukhanya; Compensation; Mgodini; Shayabantu 1 and 2 also known as Shellfish; Enguga 3, 5, 6, 8 and 9. These settlements straddle the boundaries of Wards 1 and 2 and are located in what has been identified as the Management Area in the SDF (Annexure J1).

Compensation was established using township establishment processes. It is also the only settlement in the Impendle Municipality with a combined school. There are 3 high schools and 6 primary schools in this ward.

Ward 3

The Western Boundary of Ward 3 runs along the Impendle Mountain while the Eastern Boundary falls roughly along the road from Boston to Impendle town to Howick. This ward consists of the town of Impendle and the following settlements:-

In the North:- *Novuka 1-4; Ntshini just north of Impendle town* In the West:- *Enguga 4 and 10 located on the western side of Impendle town* In the South:- *kwaKhetha; Kwakhetha 1 and 2; Ntshosweni; Fikesuthi; Similobha 1 & 2; Come and See; Sithunjwana;*

Ward 4

This Ward consists mainly of the farming community of Boston and the settlements of:- *Gomane 1-7; Nhlambamkhosi. Nonguqa, Fikesuthi and Khamndeni*

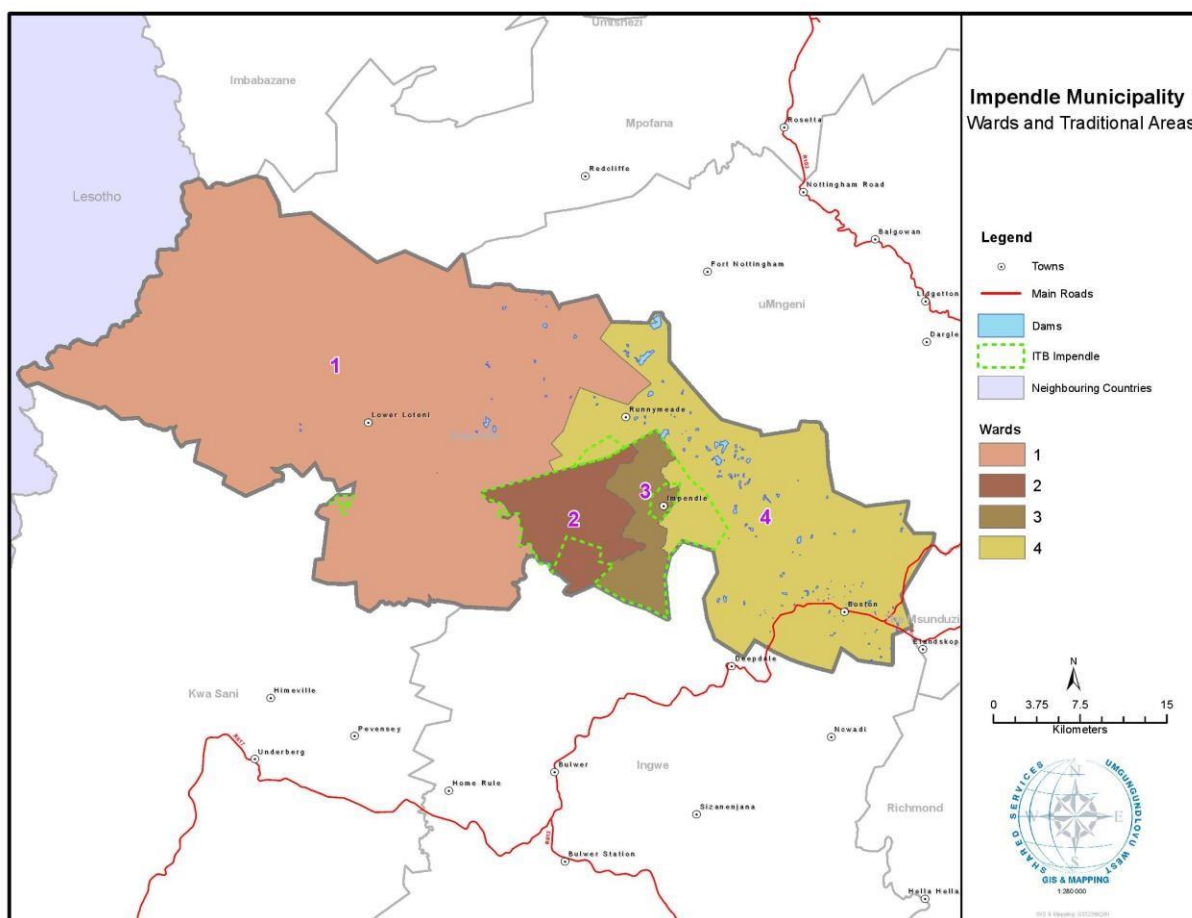


Figure 5: Impendle Local Municipality Wards and traditional Areas Map

2.3. Land Cover and Broad Land Uses

Mountains

The mountainous topography of Impendle is captured in Maps 2 and 3 (Annexure 4 of the SDMP).

On the Eastern portion of the Impendle Municipality is the village of Boston which has rolling hills with contours varying from 1381 to 1438 metres above sea level. This area consists mainly of commercial farms.

The Central area includes Impendle town at 5000m above sea level with an Eastern Mountain range called Nhlabamkhosi at 6224m and to the North, Ntshangwe at 6406m while in the South West is the Mpendle Mountain at 6290 meters above sea level.

North-West of Impendle Town is Carters Hill at 6349m dropping to 4482m at the Nzinga River and 3960 at the Lotheni River.

In the far North of the municipality at Lotheni are steep Mountains such as Spioenkop at 7040m and KuMalungana at 7374m above sea level.

On the Western Boundary of the Municipality lies the Drakensberg World Heritage site. This area is marked by rugged mountains with heights ranging from 5004m for Nkangala Mountain to Kwa Mahoshiya at 6254 and progressively getting higher within the Drakensberg Heritage Site. The Mkhomazi River at this stage is 4299m above sea level.

In summary, Impendle as a Municipality has on its eastern side rolling hills and agriculture while in the central part of the municipality are higher mountains which result in settlements being established along roads and rivers. On the Western side of the Municipality the environment becomes progressively steeper and less suitable for settlement. The effect of the topography is that the mountains result in settlement taking place in patches.

The extreme west of Impendle includes that part of the Drakensberg Mountain range which is located within the Maloti-Drakensberg World Heritage Site.

Rivers

It may be noted from Map 8 in the SDMP (Annexure 4) that three main rivers run through parts of the Impendle Municipality. Each of these rivers arises in the Drakensberg in the west.

The first of these is the Nzinga River which runs through Impendle and into Ingwe Local Municipality. The Nzinga River runs North to South with its source in the KwaNtabamnyama Mountain range and Wuthering Heights Area.

The Lotheni River runs in a South Easterly direction from its source in the Lotheni Nature Reserve at Peak kwaPitoli. The Lotheni River joins the Mkhomazi River in the South.

The Mkhomazi River has its source in Mkhomazi pass within the Cobham State Forest within the Drakensberg. It runs East-South-East where it is joined by the Lotheni River.

In conclusion, as rugged as the Western country is, it nevertheless has three large rivers which provides the water source for sustaining livelihoods.

2.4. Land Reform

The Regional Land Claims Commission has identified municipality's role in land reform as follows:

- Assist in identifying land needs in each municipality
- Make land available for agriculture and human settlement
- Provide support to Restitution and other land reform beneficiaries
- Be the implementing agent of land reform projects
- Establish a strong Land Reform desk within the municipality to work closely with DLA & the Commission on Restitution of Land Rights
- The IGR enjoins land reform and Local Government to collaborate with regard to planning and implementation of IDP's

- The IDP is a mechanism for coordinating local economic development.

The status of Impendle land claims are detailed below:

- Number of claims original lodged (includes duplicates) = 48
- Number of claims consolidated (excludes duplicates) = 27
- Gazetted claims (see table below) = 10
- Outstanding claims = 16

The land claims process is continuous process therefore more updated information will be obtainable from relevant authorities from time to time.

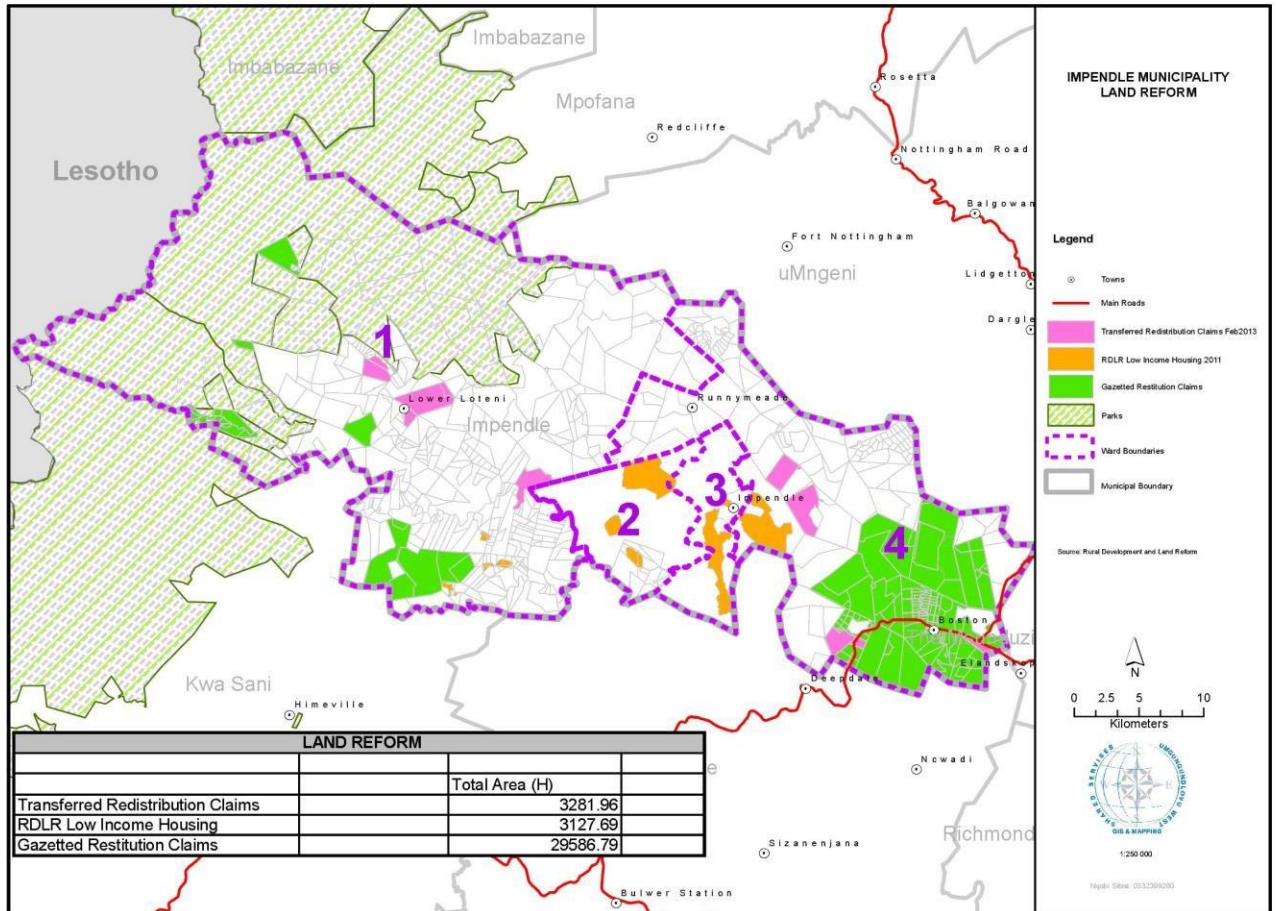


Figure 6: Impendle Local Municipality Land Reform Map

2.5. Environmental Analysis

Geology and Soils (Geo-Tech)

Geologically the municipality comprises limited variation over a landscape largely formed by Drakensberg formations and the headwaters and upper reaches of a number of rivers. Geology is dominated by mudstones and sandstones of the Tarkastad Subgroup and the Molteno Formation (Karoo Supergroup) as well as intrusive dolerites of Jurassic age. The dominant soils on the sedimentary parent material are well drained, with a depth of more than 800 mm and clay content from 15-55%, representing soil forms such

as Hutton, Clovelly, Griffin and Oatsdale. On the volcanic parent material (dolerite) the soils are represented by forms such as Balmoral, Shortlands and Vimy. The eastern areas are dominated by apedal and plinthic soil forms derived mostly from Ecca Group (Karoo Supergroup) shale and minor sandstone and less importantly from Jurassic dolerite dykes and sills. The western areas comprise primarily Sandstones of the Clarens Formation and sandstones, silt- stones and mudstones of the Elliot Formation (both formations belonging to the Stormberg Group, Karoo Supergroup) as well as the basaltic lava flows of the Drakensberg Group. Soils on the steep escarpment slopes tend to be deep and fine-grained, typical of land types Fa, Fb and Ea. Other variations are found in the municipality. Map 1 (SDMP Annexure 4) illustrates this variation. Geology and soils are contained in Maps 1 and 22 of the SDMP (Annexure 4). Owing to geology, slope, soils and microclimate, there are areas in the centre and west and south-west of Impendle which are not suitable for agriculture and also unstable for housing development. These areas are characterized by deep erosion gullies due to inappropriate land use from the past and should be avoided for all forms of future development.

Topography and Slope

The municipality comprises a marked biophysical gradient and diversity of habitat types that is determined by altitude, slope position, aspect, climate, topography and geology, which translates into exceptional terrestrial and aquatic biodiversity, species richness and endemism. The dominant landform comprises rugged topography characterised by rolling hills much incised by deep rivers. The land generally slopes from west to east, with the highest areas in the central and northern areas, and the lowest areas around Boston in the east and the Umkomaas Valley in the south. The eastern areas also comprise a greater proportion of gently sloping lands. Map 2 illustrates slope variation in the municipality, and Map 3 (Annexure 4, SDMP) illustrates altitudinal gradient.

Precipitation and Climate

Varying climatic conditions prevail across the municipality, as illustrated by varying Mean Annual Precipitation (Map 4, Annexure 4 SDMP). With the exception of some precipitation in the west from cold fronts in winter, the region is subject to summer rainfall with dry winters. However, dry summers and summer droughts are also frequent, particularly in the east. Mean Annual Precipitation (MAP) ranges from 600mm to 1000mm in the municipality, with large scale variations over relatively short distances. Whilst rainfall in form of thunderstorms is the prevalent form of precipitation, a common feature in the municipality, hail, frost, mist, fog and snow are common in the wetter, colder parts, especially at higher elevations. Summers are warm to hot, to extremely hot, and winters are mild to cold, to extremely cold. Mean Annual Temperature ranges from approximately 4°C to 17°C. Mean annual evaporation varies considerably in the municipality depending on the relationship of rainfall and temperature.

Climate change scenarios predict major changes in biome distribution in South Africa. Individual species and ecosystems will respond differently to climate change, some potentially increasing in abundance or range, others declining or contracting. Ecosystems will experience changes in their species mix, and these changes may increase their vulnerability to further change or to climate extremes. Models indicate that climate change impacts will largely consist of latitudinal and altitudinal shifts in potential species' distributions while others suggest that the complete disappearance of critical climate types and

dependent species are possible. Climate change will affect not only the survivorship of particular species, but also fragment the landscape and affect the natural resources that species have adapted to use in their natural environment. Species are thus marginalised and forced to move elsewhere to find places to live and food to eat. The impact of climate change will therefore increase the risk of species extinction and impact on biodiversity integrity. On a provincial scale, the biophysical gradient is relatively pronounced in the municipality, with significant variations in temperature considering adjacent areas (Map 5, Annexure 4 SDMP) and mean annual precipitation, incorporating a number of important river valleys, which highlights the important role that this municipality is likely to perform in biodiversity conservation in response to climate change.

‘Viewsapes’

The municipality is located immediately adjacent to the Ukhahlamba-Drakensberg Park World Heritage Site (UDPWHS), and therefore occurs (at least partially) within the Special Case Area Plan (SCAP) buffer zone to the UDPWHS. The UDPWHS is inherently environmentally sensitive and provides for the conservation of critical elements of biodiversity in the province. It is therefore, critical that development adjacent to the park is both strategic and appropriate.

Inappropriate development within the UDPWHS approaches has the potential, not only to impact upon the important biodiversity protected by the park, but upon the WHS status of the UDP. Thus, it is critical to ensure the conformity of any proposed development with the relevant guidelines (as advised by the Drakensberg Approaches Policy (DAP), Special Case Area Plan (SCAP), and the buffer study (Rushworth & B Mthimkulu, unpublished)), in order to ensure that the values of the UDPWHS are not impinged upon, and that the WHS status of the UDP is not threatened in any way.

The most visually sensitive parts of the municipality, the areas adjacent to the Ukhahlamba Drakensberg Park World Heritage Site, comprise predominantly deep valleys separated by significant lower berg mountains, which effectively limit viewshed impacts in this area. The areas adjacent to the Ezemvelo KZN Wildlife protected areas (e.g. Lotheni and Mkhomazi) are protected by topographical viewsheds, that render visual impacts unlikely on the areas. Viewsapes onto areas identified for stewardship and protected areas expansion merits further investigation.

Soils and Agricultural Potential

Agriculture comprises the dominant land use in the municipality, including both commercial and subsistence farming. The majority of commercial farming areas are located in the east of the municipality, with rural communities inhabiting the higher lying areas in the centre, and extensive livestock grazing dominating in the western and north western parts of the municipality (SDMP Map 6). The reliance on the natural resource base by the rural communities that inhabit these areas render them critically important for sustainable rural livelihoods.

The municipality includes suitable climate for commercial timber production, particularly in mistbelt areas to the east of the municipality. These plantations represent both economic opportunity and significant

alien invasions risks, with commercial timber species (particularly wattle) encroaching into river valleys, posing risks even as far as the UDPWHS.

Soils are generally low in fertility and acidic which limits crop options. Potatoes, maize and beans are the major crops grown by community gardens and larger farmers. The Commercial production of maize is not possible in acidic soils. Essential oils and woodlots of yellowwood have been identified as suitable options. Slope is the limiting factor for much of the municipality, with commercial agriculture and timber plantations generally already existing on suitable areas. However, additional suitable areas still exist (Map 7, SDMP), which potentially present economic opportunities to rural communities; however, inaccessibility and distance to markets is a significant constraint which has limited agricultural production. A paucity of impoundments, stressed water reserves (particularly the Umgeni River catchment), and lack of infrastructure renders irrigation problematic, further limiting agricultural production in such areas.

The Department of Agriculture and Environmental Affairs has accordingly only been able to identify limited areas of high potential for agricultural production in the municipality, with land reform projects comprising key interventions (Map 6, Annexure 4, SDMP). Agriculture is seen as a sustainable land use on the latter properties, although economies of scale and limitations as described above render these areas unlikely to contribute as commercial agricultural entities. This aspect merits further investigation.

Field investigations indicate relatively large areas of land which appears to have high potential subject to the addition of lime and soil conservation measures. This potential will need to be assessed as part of a feasibility study to follow on from the SDMP.

Hydrological, Water Resources and Wetlands

Considering the critical role that this municipality plays in terms of water provision, maintaining the remaining natural systems along the main stem rivers and upland streams is critical for ensuring continued delivery of ecosystem services and connectivity required for biodiversity persistence. Associated wetlands perform a key role in this regard.

The distribution of wetlands within the municipality is illustrated in Map 8, Annexure 4 SDMP. This wetland mapping was carried out using the Ezemvelo KZN Wildlife wetland dataset (from which dams were removed). Wetland types included comprise Montane and Highland, with Midland and Lowland types absent as defined by EKZNW criteria. Whilst not mapped in the planning domain, every effort should be made to conserve high altitude bogs, due to the critical water supply and discharge function of these bogs, as well as their role as filters in the maintenance of water quality.

The national standard for wetland conservation is 20%, which may not be appropriate for this municipality considering the importance of its water resources.

Wetland systems are distributed in a complex mosaic, occupying a variety of positions in the landscape across altitudinal gradients, ranging from open water bodies such as mountain tarns, small hanging wetlands, high on valley sides, a variety of vleis and marshes, down to extensive wetlands associated with an intricate network of stream and river courses. Wetlands are of major importance for nature conservation, because of the variety of natural communities associated with them. Also present are

important montane wetlands, which play a key role in the hydrological cycle of the catchments, and are of particular significance for the maintenance of regular stream-flow patterns, and acceptable water quality levels. Protection of these wetlands is afforded in part by existing protected areas, whilst significant areas are in private and communal ownership. Wetlands within the municipality are on the List of Wetlands of International Importance under the RAMSAR Convention.

Umgeni Vlei Nature Reserve is located 20 km due south-west of Nottingham Road in the KwaZulu-Natal midlands. The main vlei is about 300 ha in extent, and is underlain by Karoo dolerite. It lies at an altitude of 1 840 m, with the highest hill in the reserve at 2 081 m. The vlei functions as a large sponge that is the source of the Umgeni river. The extensive vlei is good for cranes (*Gruidae*), and both *Buggeranus carunculatus* and *Balearica regulorum* regularly breed there. It is the premier site in South Africa for *Buggeranus carunculatus* (up to six pairs have nested in the main vlei, with four others nesting in four smaller vleis, all within the reserve boundary. At least two pairs of *Balearica regulorum* and one pair of *Grus paradisea* are also present in this Important Bird Area (IBA), the latter in the grassland surrounding the vlei, which also supports several other species of threatened bird, including *Anthus chloris*. The vlei could potentially support *Sarothrura ayresi*. *Cisticola brunnescens* forage and breed in the flooded grassland adjacent to the vlei. The rocky terrain at higher altitude supports *Geocolaptes olivaceus*, *Saxicola bifasciata*, *Monticola explorator* and *Chaetops aurantius*. Both *Gyps coprotheres* and the rare but widespread *Gypaetus barbatus* are regular visitors to the area.

Apart from its biodiversity value, Umgeni Vlei is a valuable water-catchment area, supplying the Umgeni River, which supports a substantial proportion of South Africa's gross national product, and the whole of the catchment above the vlei is now conserved, either within the reserve or in a Natural Heritage Site. The other key river is the Umkomaas River, which together with the Umgeni River has been earmarked for a future bulk water transfer scheme. The Umkomaas River is also critically important for downstream users, including industry located closer to eThekweni Metro.

The distribution of important water yield areas is illustrated in Map 10 SDMP. It is clear that the majority of important wetland areas fall within the high water yield areas, illustrating this positive relationship.

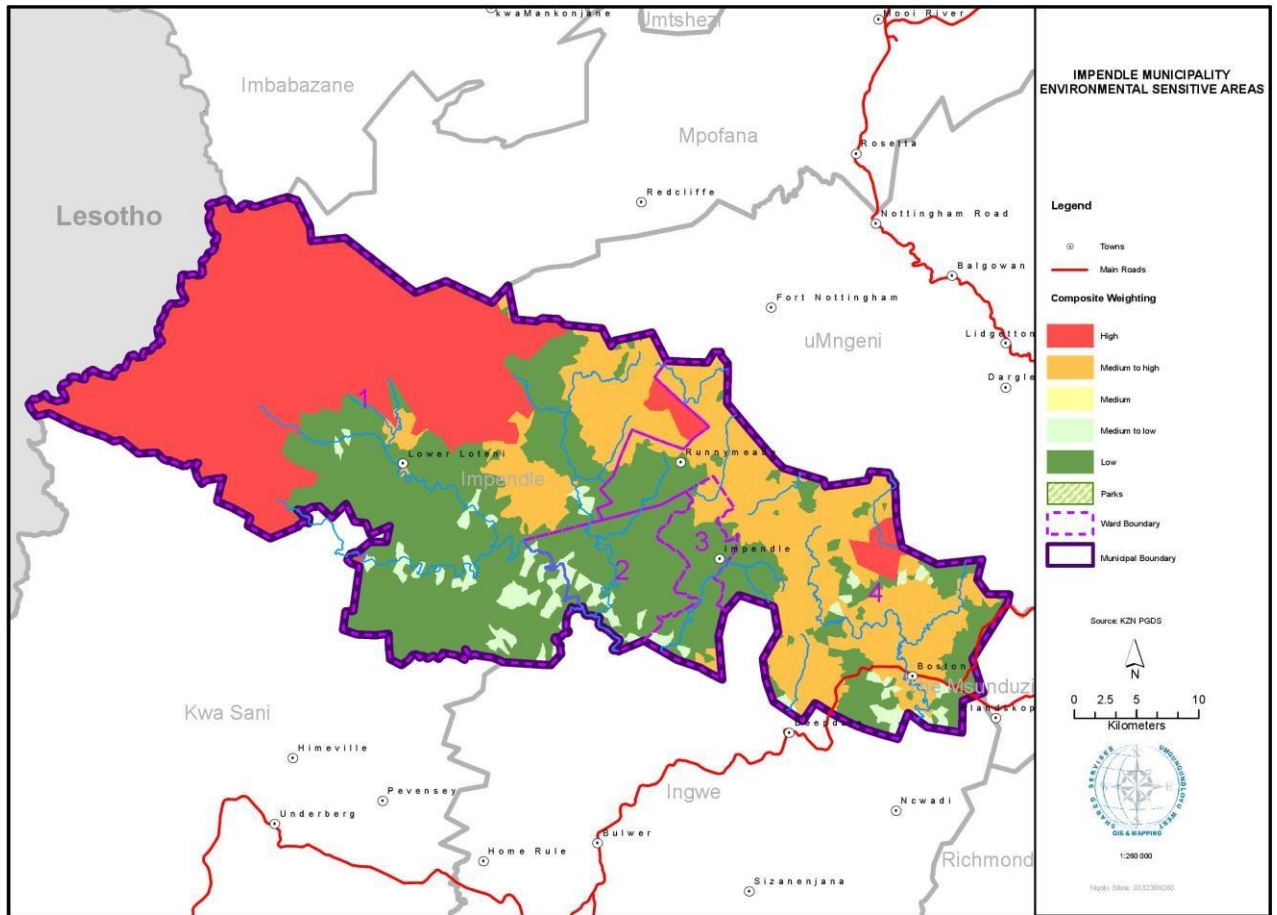


Figure 7: Impendle Local Municipality Environmental Sensitive Areas Map

2.6. SWOT Analysis

Table 10: SWOT Analysis

Key challenge	Spatial Development and Environmental Management not fully adhered to
Description	<p>Equitable access to land and housing</p> <p>Inadequate management of the environment</p> <p>Impendle Nature Reserve is outside the municipality – significant asset which is unutilised and not deriving any benefits for Impendle</p> <p>Not too distant from Pietermaritzburg and therefore competition from that centre and to a lesser extent from Underberg</p> <p>Improving roads and services opens up sensitive areas to potential influx of more people which can be a threat to the environment</p> <p>Spread of invasive alien plant species a threat to agricultural lands and to ecological diversity</p> <p>Poor rangeland management - some very overgrazed areas with serious erosion problems within the municipality</p>

2.7. Disaster Management Strategy

Disaster Management Sector Plan is a core component of the Integrated Development Plan (IDP). Section 26 (g) of Municipal Systems Act No. 32 of 2000 requires the municipal IDP to reflect an applicable Disaster Management Sector Plan (DMSP). Furthermore, Section 53 (2) (a) of Disaster Management Act No. 57 of 2002 stipulates that a disaster management sector plan for a municipal area must form an integral part of the municipality's IDP. Impendle Municipality has developed a DMSP for integration in the 2018/19 IDP in compliance with the legislation.

The Disaster Management Act No.57 of 2002, (as amended) makes provision in Section 53 that each municipality must prepare a disaster management plan for its area according to the circumstances prevailing in the area. The Municipal Disaster Management Plan (DMP) is currently under development. The DMP aims at achieving the following objectives:

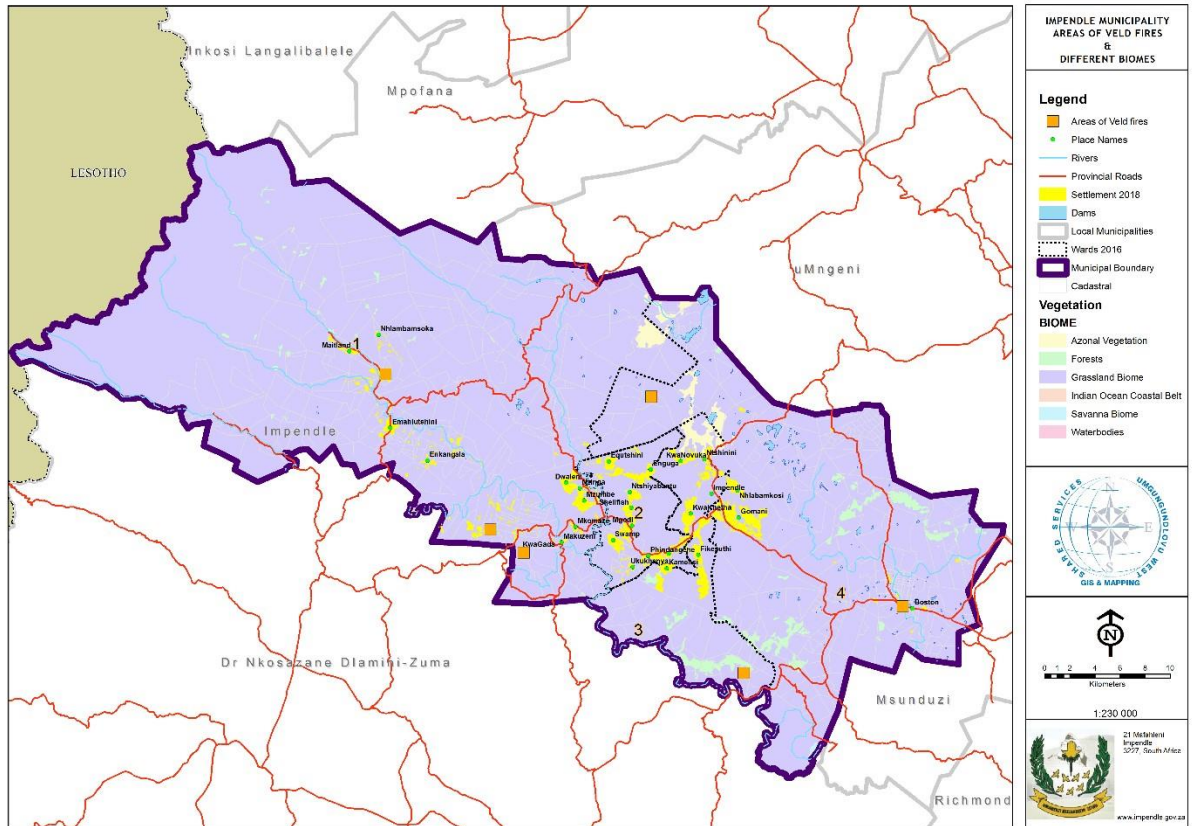
- prevention and reduction of disaster risks;
- mitigation of impacts; preparedness for effective response to disasters; and
- minimize loss and property damage; and quick recovery from the impacts.

Disaster Risk Assessment a) List of Priority Risks (Hazards)

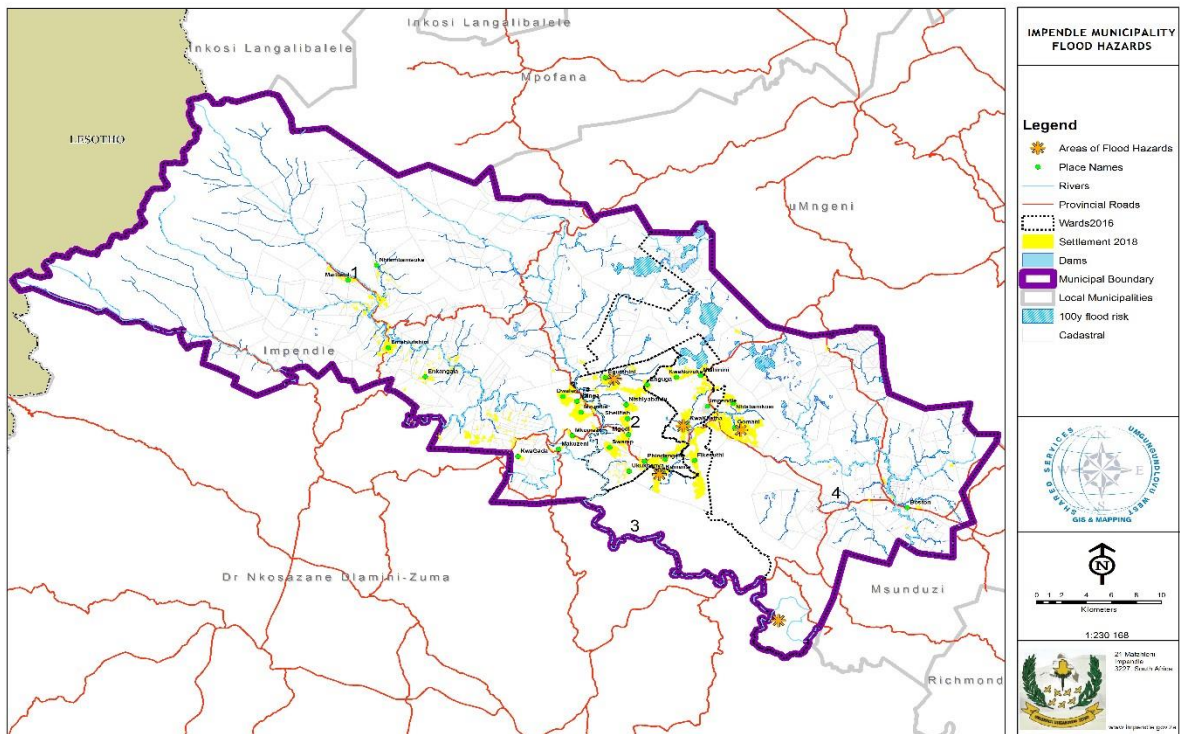
Impendle Local Municipality is mostly threatened by the following hazards:

- heavy rains
- strong winds
- structural fires
- lightning
- veldfires

AREAS OF VELDFIRES ARE REFERENCED IN ORANGE

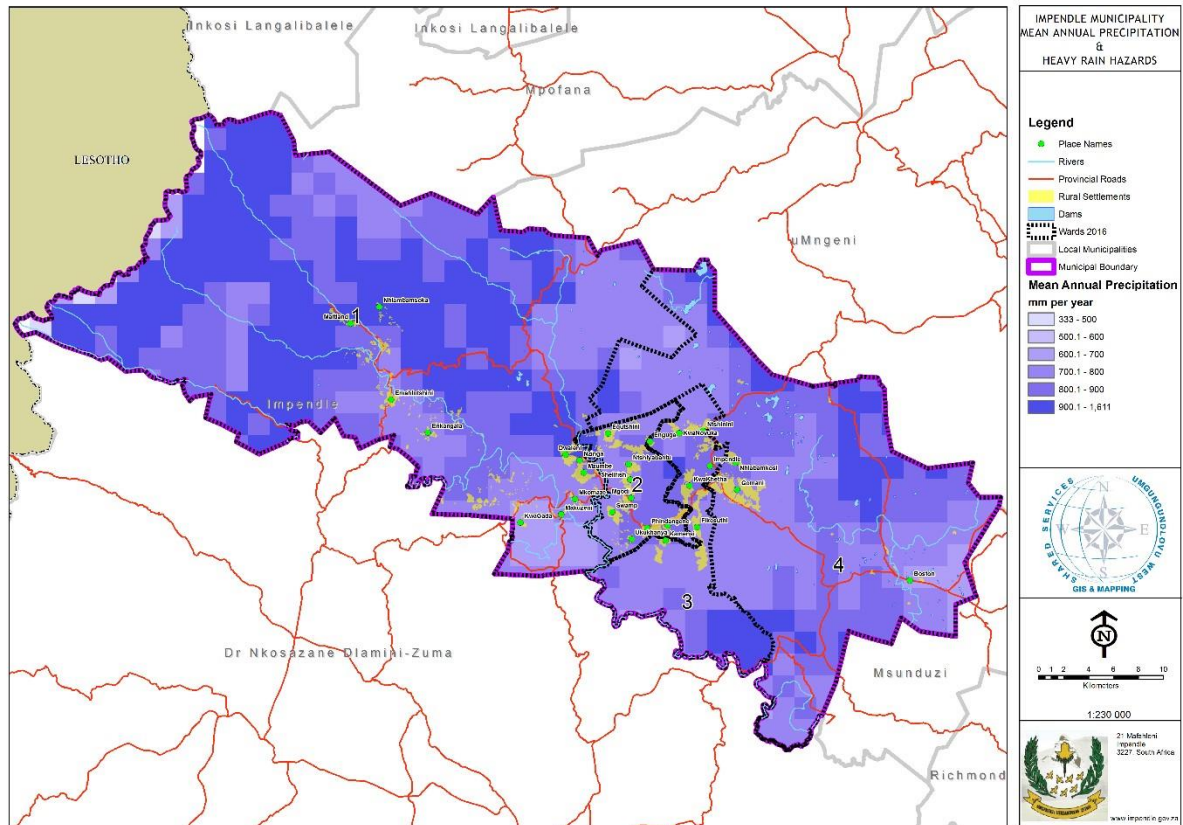


FLOOD STRICKEN AREAS IN AMBER



GREEN DOTTED AREAS REPRESENT HEAVY RAINS

Distinction exists between heavy rains and floods. Heavy rain is above normal rainfall from one local area to another which do not necessarily result in flooding. When measured in density; quantity is bigger than measured densities of another local area within relatively same municipal jurisdiction. In essence; measured densities in percentages indicates magnitude of rainfall within a given period of time.



LIGHTNING PRONE AREAS

Legend: **Red**= Extreme; **Orange**=High; **Yellow**=Medium; **Green**=Low

Hazard	Ward 1	Ward 2	Ward 3	Ward 4
Veld fires	Red	Orange	Red	Yellow
Structural fires	Yellow	Orange	Yellow	Red
Lightning	Red	Red	Orange	Yellow
Strong Winds	Red	Orange	Red	Red
Heavy Rainfall	Yellow	Yellow	Yellow	Yellow
Floods	Green	Yellow	Orange	Orange
drought	Yellow	Yellow	Yellow	Yellow
snow	Orange	Orange	Orange	Red

Disaster Risk reduction Disaster Management and Fire Services Programmes/Projects by Municipality

Hazard	Risk reduction measures	Responsibility	Targeted areas	Funding
Fire	<ul style="list-style-type: none"> Creation of fire breaks Provision of fire beaters and knapsacks to the community Awareness campaigns Basic fire education 	Municipal Disaster Management and Fire & Rescue Services	All wards	Municipal Disaster Management and Fire & Rescue Services
Lightning	<ul style="list-style-type: none"> Early warning system Installation of lightning conductors Awareness campaigns 	Municipal Disaster Management and Fire & Rescue Services	All wards	Municipal Disaster Management and Fire & Rescue Services

☐ Floods	☐ Awareness campaigns ☐ Storm water drainage systems	☐ Municipal Disaster Management and Fire & Rescue Services ☐	☐ All wards	☐ Municipal Disaster Management and Fire & Rescue Services
☐ Drought	☐ Early warning system ☐ Planting of trees ☐ Awareness campaigns	☐ Municipal Disaster Management and Fire & Rescue Services ☐	☐ All wards	☐ Municipal Disaster Management and Fire & Rescue Services ☐

Climate change and impacts

Climate change is associated with increased occurrence of natural hazards as well as an increase in the severity of natural hazards. Climate change is now one of the most pressing environmental concerns, and it cannot be overlooked as the consequences are already affecting livelihood in many countries, including South Africa. Impendle municipality is also negatively impacted by the changing in climatic conditions. Impendle municipality has experienced extreme dryness (drought), less rainy days and flash floods

Ecosystem-based approaches to Disaster Risk Reduction and Climate Change Adaptation (Eco-DRR/CCA) relate to ecosystem-based solutions, such as the protection, restoration and the sustainable use and controlling of land, wetlands and other natural resources, in disaster and climate risk management. The Ecosystem Disaster Risk Reduction initiatives within Impendle Local Municipality are creating awareness and restoration of wetlands by:

- Engagement with Traditional Councils on settlement patterns.
- Engagement with communities on deforestation.

Information Management and Communication

Early Warning strategy

The municipality use the short message system (sms) to disseminate the early warnings to communities. The Disaster management officials receive early warnings from South African Weather Service ((SAWS). These early warnings are then disseminated to ward councillors. Due to network challenges within this municipality; the system is not to its optimal level.

Education, Training, Public Awareness and Research

Community Education

The Municipality in partnership with relevant stakeholder's conduct workshops to enhance mainstreaming of disaster risk management at local level where incidents occur; also at ensuring that all wards are developing necessary readiness capacities for coordination and responding to incidents when they occur. The workshops are conducted to the Municipal Council; Councilors; Ward Committees; Traditional Leaders; Community Development Workers, Community Care Givers; Sector Departments; War room stakeholders; Civil Society Organizations; Business and Private Sectors. Working on Fire supports the municipality with community fire education.

Public Awareness Campaigns

The Municipality in partnership with relevant stakeholders continues to conduct disaster risk management awareness campaigns in all the wards. The awareness campaigns also target schools. The purpose of the awareness campaign is to ensure that communities are able to identify risky or imminent incidents, exercise risk avoidance behaviour and take precautionary measures during major incidents or disasters.

Other specific objectives of community awareness campaigns include the following:

- To raise awareness in communities at high risk, thus encouraging risk avoidance behaviour.
- To increase the community knowledge on multi-hazards safety practices.
- To partner with other role-players to deliver comprehensive community disaster awareness campaigns

DISASTER MANAGEMENT SWOT ANALYSIS

<p><u>STRENGTHS</u></p> <ul style="list-style-type: none"> • Delivery of relief to disaster affected communities • Resilient communities • Coping capacities <p>?</p>	<p><u>WEAKNESSES</u></p> <ul style="list-style-type: none"> • Network challenges • Unreliable response vehicle • Insufficient funding for disaster management • Poor attendance of stakeholders in the disaster management advisory forum
<p><u>OPPORTUNITY</u></p> <ul style="list-style-type: none"> • Support from stakeholders during disaster incidents. • Engage communities on issues of disaster risk reduction 	<p><u>THREAT</u></p> <p>?</p>

3. Municipal Transformation & Institutional Development

3.1. Human Resources Strategy

It is important that all HR processes and initiatives are developed as part of an overall people strategy which is aligned with, and designed to assist in the achievement of, the organizational strategy and goals (IDP). A key part of the HR planning role is the development of a workforce plan. The Council adopted the Human Resources Strategy at a Council meeting held on the 26th April 2018; this strategy will be used as part of the municipal vehicle for achieving efficient and effective service delivery. The Human Resource Management Strategy is aimed at:

- Ensuring that the Municipality has the right number and composition of employees with the right competencies, in the right places, to deliver on the Municipality's mandate and achieve its strategic goals and objectives.
- Ensuring that the Municipality makes optimum uses of Human Resource and anticipates and manages surpluses and shortages of staff.
- Ensuring the Municipality's employees are suitably skilled and competent to add value to the Municipality in delivering sustainable solutions, advise and capacity building to the Municipality

The municipality is a Category 1 municipality which in accordance with all terms and definitions is a small municipality and as such suffers from all the ailments which are commonly found amongst small (and sometimes much larger). Municipalities with common denominator being the availability of funds and the well recorded inclination of Councils to start cost cutting exercises at the human resource level. Unfortunately these actions have in the past in many instances been proven to be counterproductive in respect of actual service delivery.

The table below articulates the HR strategic objectives in support of the strategic human resources management and development within the municipality. The table further gives a detailed break-down in a manner that covers the entire human capital value:

HR STRATEGIC GOALS	HR STRATEGIC OBJECTIVES
HR Strategic Goal 1: Strategic Alignment	Expand human resources efforts into a comprehensive programme that includes human resources planning, collaboration with line management and accountability for human resources operations.
	Annual alignment of the organisational structure to the newly reviewed IDP and SDBIPs.
	Implement a workforce planning processes, techniques and tools to proactively identify the human resources required to meet IDP objectives
	Revamp the HR service delivery model and business processes for the municipality and introduce the Strategic Partnership Service Model
	Proactively engage employees in the analysis of their workforce management issues and identify strategies to address concerns
HR Strategic Goal 2: Effective Human Resource Planning	
	Develop and deploy an integrated workforce plan which will enable the municipality to identify, attract and retain the right talent, at the right time, in the right place
	Identify scarce and critical skills
HR STRATEGIC GOALS	HR STRATEGIC OBJECTIVES

	Partner with Institutes of Higher Learning to provide customised learning programmes to develop skills requirements specific and critical to the municipality
	Develop standardised job profiles for all positions to be used as a basis for recruitment and career pathing
HR Strategic Goal 3: Organisational Development	Conduct climate survey to understand current challenges around organisational culture, and use results to design the future/ ideal organisational culture
	Prepare and implement transition process that provide for continuity in the municipality's operations
	Establish a sound knowledge management and knowledge transfer programme for all key positions
	Develop a Change Management and Communication Strategy to address culture challenges and ensure effective transition of the municipality
	Conduct a formal review of municipality's orientation process and develop and implement a plan to streamline and improve employee orientation and on-boarding.
	Conduct exit surveys \ interviews to identify reasons for attrition and use the information to enhance or improve employee experience of the municipality
HR STRATEGIC GOALS	HR STRATEGIC OBJECTIVES

HR Strategic Goal 4: Build and Sustain a Capable, Diverse, Well-Trained, Workforce and Enhance Retention Through Learning and Professional Development Opportunities	Conduct an annual training needs assessment to ensure training is designed to improve organisational and individual performance.
	Develop a leadership succession plan, including a leadership gap analysis
	Establish a leadership development programme for all supervisors, managers and executives to invest in the continuous development of leadership.
	Provide coaching and consultative support to management on leadership development and people management issues
	Identify employees who need ABET up-skilling and implement relevant actions
HR Strategic Goal 5: Inculcate A Results-Oriented High Performance Culture	Develop employee performance management system
	Roll-out of employee Performance Management to enforce responsibility and accountability by line managers and employees to enhance organisational, team and individual performance.
	Develop Individual Development Plans for all employees and translate into Work Place Skills Plan for training interventions to address skills gaps.
HR Strategic Goal 6: Recognise & Reward Performance	Develop Remuneration Strategy to address all aspects of remuneration
	Establish a Recognition and Reward Programme with both financial
HR STRATEGIC GOALS	HR STRATEGIC OBJECTIVES
	and non-financial incentives

HR Strategic Goal 7: Sound Employee Relations & Human Resources Governance	Conduct a review of HR Policies and Processes as and when required, ensuring alignment to legislative requirements and best practice
	Capacitate line management \supervisors through coaching and continuous training on grievances and disciplinary matters so that these are used as corrective and not punitive measures
	Establish Employee Forums to educate and up-skill employees on labour related matters
	Develop an effective Workplace Diversity, Transformation and OHS Programme
HR Strategic Goal 8: Comprehensive Employee Wellness Programme	Develop Employee Wellness Strategy and Plan

Municipal Powers and Functions

a) Environmental Health Cluster Of Functions (“environmental health cluster”)

The following functions have been included within this cluster for analysis purposes:

Function	Responsible Entity (District / Local Municipality / Sector Department)	Shared Function (Y/N)	If an Impendle Municipality function: Responsible Department
☐ Air pollution	Impendle Municipality	Y, UMDM	Office of The Municipal Manager
☐ Child care facilities	Impendle Municipality	Y	Office of The Municipal Manager
☐ Control of public nuisances	Impendle Municipality	Y	Office of The Municipal Manager

☐ Control of undertakings that sell liquor to the public	Impendle Municipality		Office of The Municipal Manager
☐ Facilities for the accommodation, care and burial of animals	Impendle Municipality		Office of The Municipal Manager
☐ Licensing and control of undertakings that sell food to the public	Impendle Municipality		Planning
☐ Licensing of dogs	N/A		Not Performed
☐ Markets	Impendle Municipality		Corporate Services
☐ Municipal abattoirs	N/A		
☐ Noise pollution	N/A		
☐ Pounds	Umngeni LM		

Table 23: Environmental Health Cluster Functions

b) Municipal Planning And Related Functions Cluster (“planning cluster”)

The following functions have been clustered for assessment purposes:

Function	Responsible Entity (District / Local Municipality / Sector Department)	Shared Function (Y/N)	If an Impendle Municipality function: Responsible Department
☐ Building regulations	Impendle Municipality	Y, UMDM	Office of The Municipal Manager
☐ Municipal planning	Impendle Municipality		Office of The Municipal Manager
☐ Trading regulations	Impendle Municipality		Municipal Planning
☐ Local tourism	Impendle Municipality		
☐ Billboards	Impendle Municipality		
☐ Street trading	Impendle Municipality		

Table 24: Planning Cluster Functions

c) Cluster of Transport Related Functions (“transport cluster”)

The following functions have been clustered for assessment purposes:

Function	Responsible Entity (District / Local Municipality / Sector Department)	Shared Function (Y/N)	If an Impendle Municipality function: Responsible Department

?	Municipal airport	No Airport	Y, UMDM	Office of The Municipal Manager
?	Public transport	Municipality is not running Public Transport	Taxi Association	Office of The Municipal Manager
?	Pontoons, ferries and jetties	N/A		N/A
?	Fences and fencing	Responsible for refuse site and cemetery		Infrastructure
?	Traffic and parking	Motor Licencing		MLB

Table 25: Transport Cluster Functions

- d) **Cluster of Social Services Related Functions** (“Social services functions”) The following functions have been clustered for assessment purposes:

Social Services Cluster Functions

Function	Responsible Entity (District / Local Municipality / Sector Department)	Shared Function (Y/N)	If an Impendle Municipality function: Responsible Department
❓ Cemeteries, funeral parlours and crematoria	Impendle Municipality	Y, UMDM	Infrastructure
❓ Beaches and amusement facilities	N/A	N/A	N/A
❓ Local amenities	Impendle Municipality		Taxi Rank Public toilets
❓ Local sport facilities	Impendle Municipality	<u>Y, UMDM</u>	CS
❓ Municipal parks and recreation	Impendle Municipality		Infrastrature
❓ Public places	Impendle Municipality		Infrastructure and Planning
❓ HIV/AIDS	Impendle Municipality	Y, UMDM Health	Executive
❓ Human Rights – Youth, Disabled, Elderly and Children	Impendle Municipality	N	Executive
❓ Ward Commity Administration	Impendle Municipality	N	Executive

- e) **Cluster of Basic Service Delivery and Infrastructure Development Related Functions** The following functions have been clustered for assessment purposes:

Table B20: Infrastructure Services Cluster Functions

Function	Responsible Entity (District / Local Municipality / Sector Department)	Shared Function (Y/N)	If an Impendle Municipality function: Responsible Department
☐ Municipal Roads	Impendle Municipality	N	Infrastructure
☐ Storm Water Management in	N/A	N	Infrastructure
Buid up areas			
☐ Refuse Removal and Solid Waste Removal	Impendle Municipality	N	Infrastructure
☐ Free basic Energy and Electrification	Impendle Municipality	<u>N</u>	Infrastructure and Finance

3.2. Organizational Structure / Organogram

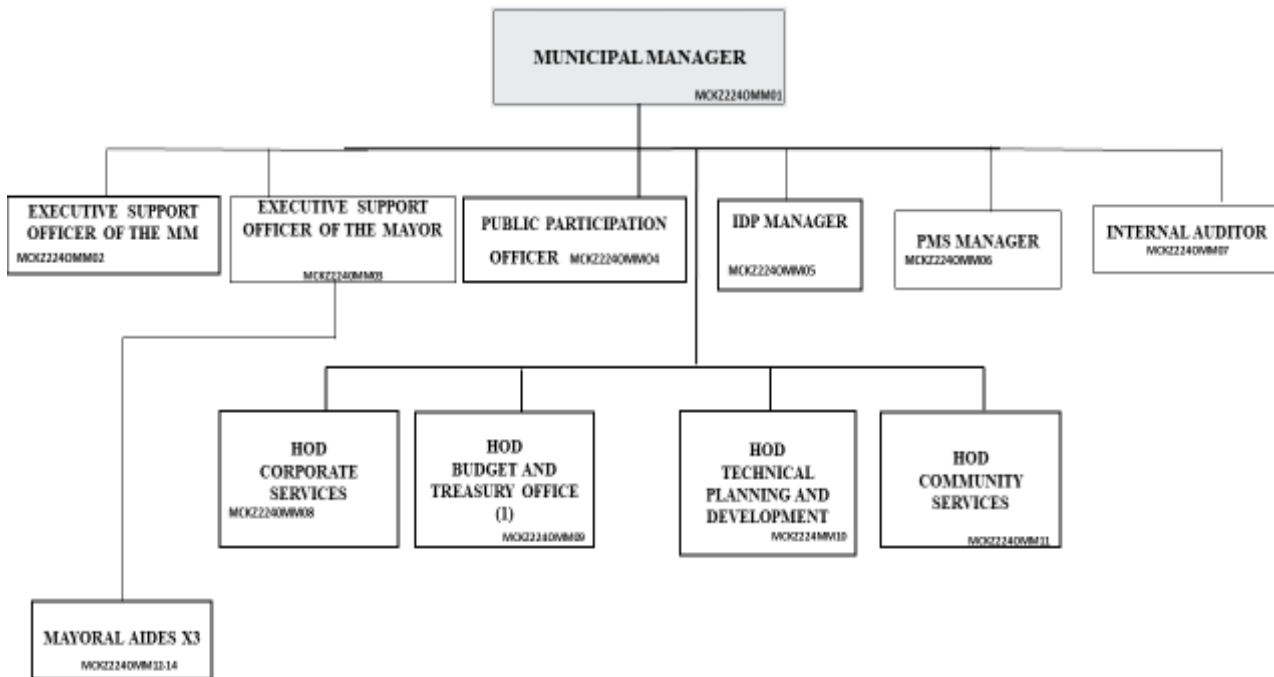
Impendle Local Municipality is one of the smallest municipalities in the province. The Municipality has developed an organogram which indicates the Municipal Departments and filled and vacant posts. The Organogram was adopted by Council on the 26th October 2017 which will be reviewed annually. The municipal structure inclusive of functions per division is shown in the figure below.

3.3. Municipal Institutional Capacity & Status of Critical Posts

The organisational structure shows five (5) critical posts, i.e. Municipal Manager, Chief Financial Officer, General Manager Infrastructure and Planning Services, General Manager Community Services Department and General Manager Corporate Services Department. Four posts have been filled. Currently there is one incumbent for both GM Corporate and Community Services due to financial constraints. The Municipality intends to separate the two Departments fund availability.

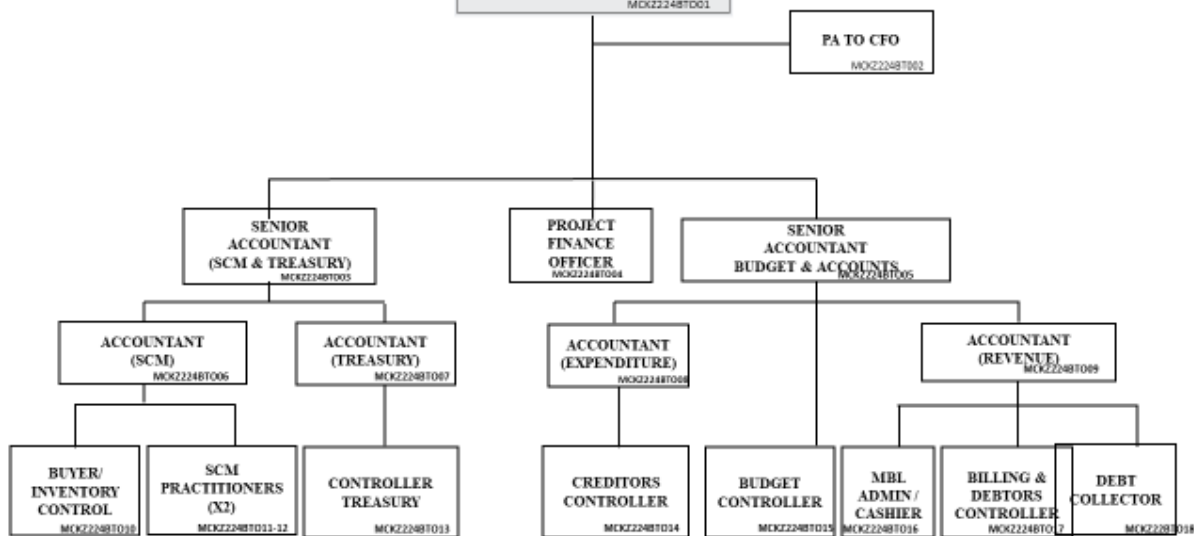
See Chart 1 & 2

OFFICE OF THE MUNICIPAL MANAGER



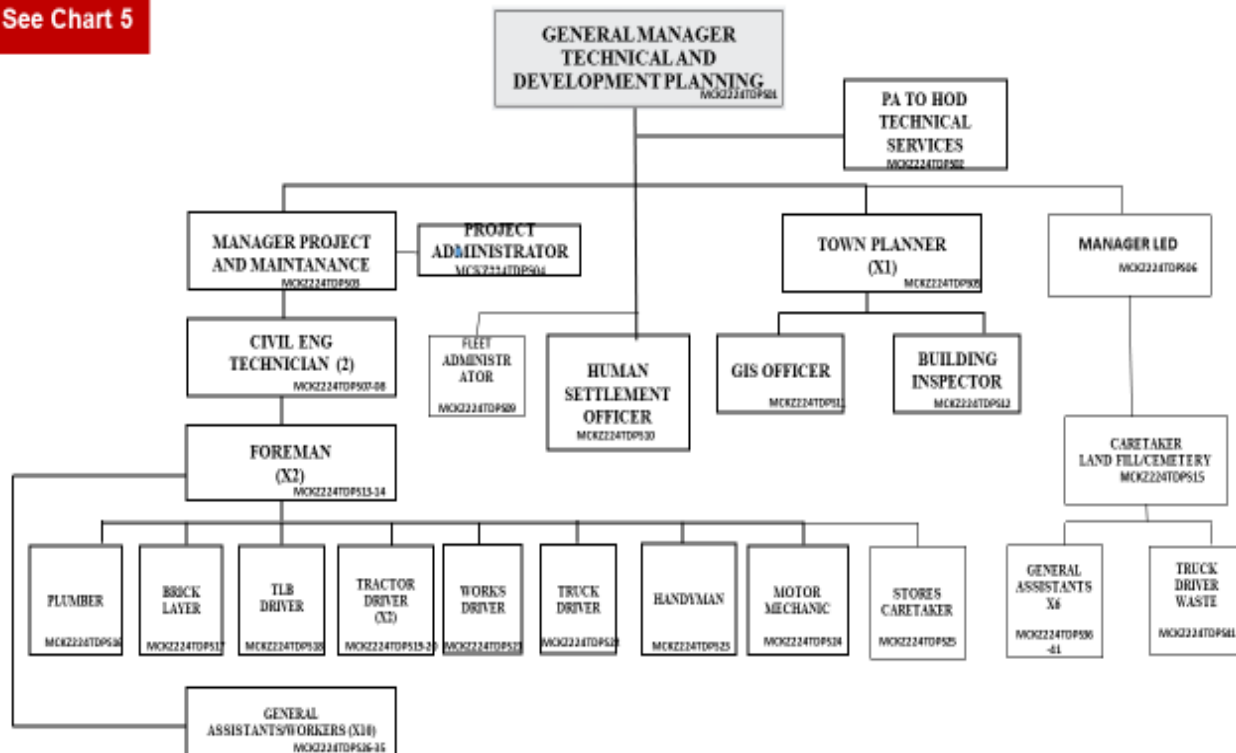
See Chart 4

BUDGET AND TREASURY OFFICE CHIEF FINANCIAL OFFICER



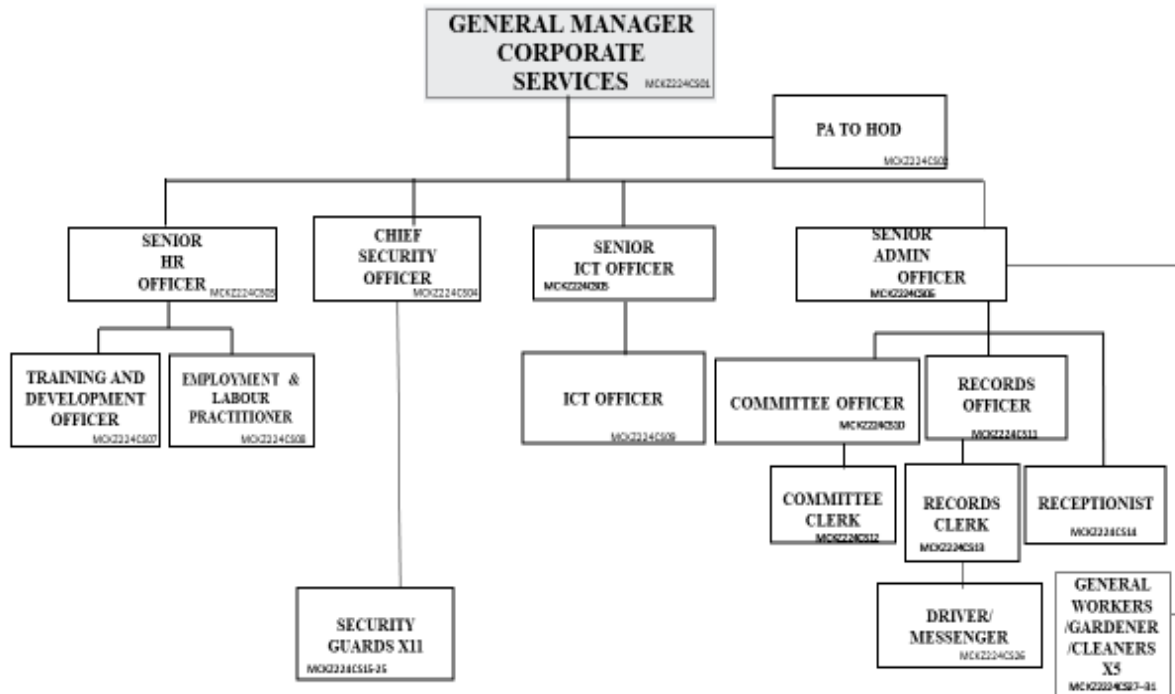
TECHNICAL AND DEVELOPMENT PLANNING SERVICES

See Chart 5



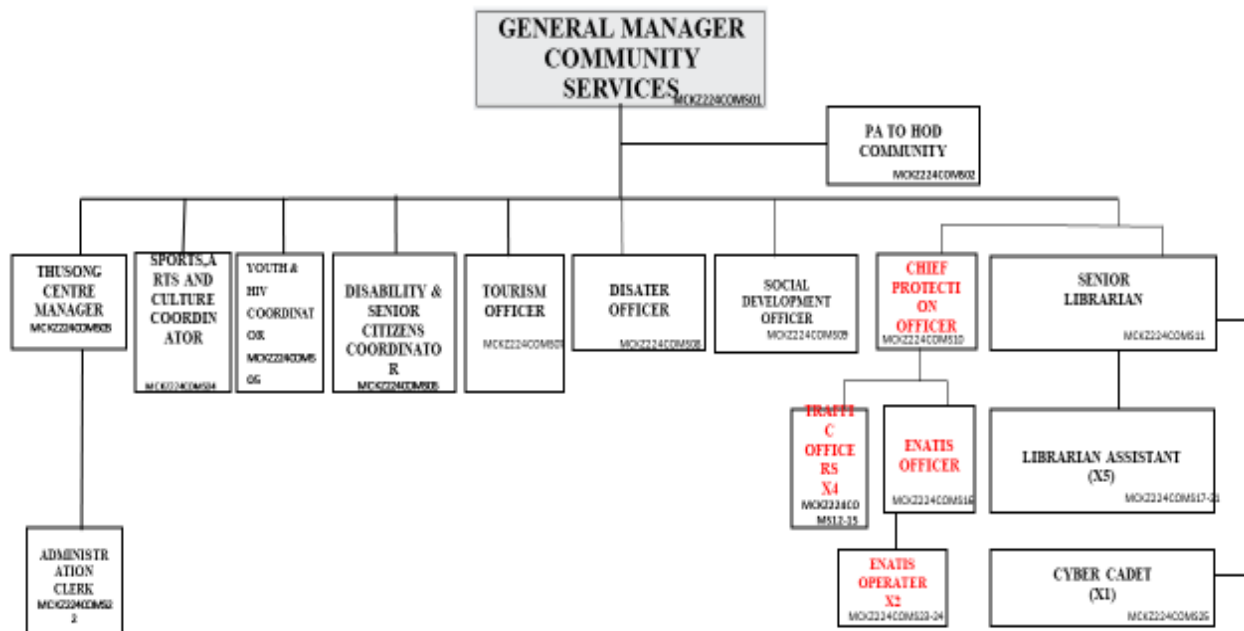
See Chart 3

CORPORATE SERVICES



See Chart 6

COMMUNITY SERVICES



The Challenge in terms of Staff and Filling of vacant posts

	Approved posts	Filled	Vacant	Male	Female
Executive & Council	14	08	06	05	03
Corporate Services	31	26	05	17	09
Financial Services	18	15	03	07	08
Infrastructure & Planning Services	42	17	25	15	02
Community Services	25	13	12	06	07
Total	130	79	51	50	29

Figure 21: Municipal Departments, filled and vacant posts

The municipality is unable to fund all positions in its Organogram some of which are critical.

3.4. Council adopted Employment Equity Plan

The Employment Equity Act No. 55 of 1998 requires the Impendle Municipality to prepare an Employment Equity Plan.

This Employment Equity Plan has been prepared in terms of the requirements set out in section 20 (1) of the Act.

The Employment Equity Plan covers a 5 year period, namely from 2011/12 to 2016/17. The Municipality has reviewed its Employment Equity Plan and Workplace Skills Plan and were adopted in April 2018. The Municipality will report on progress each year as prescribed by the Act and will review and update the Plan as required.

It is important that the Employment Equity Plan reflects the shared vision for the Municipality.

The Municipality has an established Local Labour Forum which is party to this plan.

The Local Labour Forum comprises representatives of the Council as well as trade unions.

The LLF will assist the Municipal Manager and the Council in monitoring progress on the implementation of the Plan.

3.5. A Workplace Skills Plan (WSP)

The WSP is in place and is an annual document. It was developed and adopted by Council on the 26th of April 2019.

The Impendle Workplace Skills Plan tells the SETA what trainings Impendle will provide to the employees in the next 12 months, based on the operational requirements of the organisation, its industry and the critical skills identified by the SETA.

This document is thus a check and balance system to gather valuable statistical information with regards to skills shortages, critical skills in organizations and development requirements within the industry. It also allows Government to project skills needs and to make this information available to training institutions such as universities and technical training institutions. Without this information the Government would not be able to plan learnership training courses and provide for skills.

Impendle Workplace Skills Plan has been approved and is in place and is designed to be in line with the municipal strategic objectives. It aims at enabling the employees to deliver services effectively and efficiently.

Trainings offered as per the WSP are:

7 Horticulture, 1 Town Planning, 2 Economic Development, 40 Ward Committee Training (Skills Program)

Skills Audit

The Municipality intends on conducting a full skills audit on all Councillors and officials to inform the nature of future training programmes. The Department of Cooperative Governance and Traditional Affairs has conducted skills audit on all Infrastructure and Planning Services Department employees as well as all Finance Department employees. This sought to ensure that relevant training programmes are rolled out to the relevant personnel. Staff development is important to the Municipality as it assists in the achievement of its mandate.

3.6. Information and Communication Technology (ICT)

Information and Communications Technologies (ICT) environment is dynamic and rapid technological development is changing how we communicate and access information and services. Separate ICT policies have been developed and adopted by Municipality in order to monitor controls within ICT environment these include:

- IT GOVERNANCE FRAMEWORK
- IT SECURITY POLICY
- IT USER ACCESS POLICY
- BUSINESS CONTINUITY PLAN
- DISASTER RECOVERY PLAN
- BACKUP POLICY
- MSP STRATEGY

ICT policies are implemented in line with Municipal Corporate Governance of Information and Communication Technology Policy (MCGICT) which is an effective and efficient management of ICT resources and processes to facilitate the achievement of Municipal goals and objectives. A Governance of ICT framework align ICT functions to the organizational goals, minimise the risk ICT introduces and ensure that there is value in the investment made in ICT.

These Policies exist for the protection and guidance of the organisation and individuals by giving users ground rules for acceptable use of the equipment etc. so there are no misunderstandings. Policies apply to all councillors, employees of the council, contractual third parties and agents who use Municipality ICT facilities.

ICT unit is charged with the responsibility of improving ICT resources in the municipality and its various stakeholders, internally and externally. Current legislation governing municipalities, among other pieces of law in the public service, has enabled Impendle Municipality to put in place the required Information Technology and Systems. In line with the IDP, the unit acts as change agent for transforming internal IT processes along Batho Pele principles and the State information Technology Agency's ICT House of Rules, which has resulted in an enhanced infrastructure and systems that support performance in the business units and, ultimately, ensure better communications capability in the Council, support management decision-making by providing information and data that is reliable.

3.7. MUNICIPAL TRANSFORMATION & ORGANIZATIONAL DEVELOPMENT SWOT ANALYSIS

<u>STRENGTHS</u> ? Overall – reliable, team players	<u>WEAKNESSES</u> • HR – Lack of capacity • Admin – turnaround time for minutes, lack of storage space for archives
<u>OPPORTUNITY</u> ? Admin – Institutional memory satisfactory for future development of the unit	<u>THREAT</u> Regulatory Frameworks and legislation sometimes prohibiting beneficial ideas and slowing implementation of approved programmes.

3.8. Organisational Development

3.8.1. Institutional Arrangements

Leadership and the Organizational Structure

Leadership (Council)

The function of the council within the municipality is to govern and oversee the implementation thereof within Council. The portfolio committee is involved in the recommendations of operational matters and provides assurance to council that the vision, mission and objectives of council, as contained in the Integrated Development Plan, are being met. The Council functions are administered as follows:

Full council (consists of 7 Councillors) meetings are held once per month. The agenda and minutes are compiled by the Committee Officers and are circulated to each meeting. Council and Executive Committee meetings are usually attended by the Municipal Manager, Senior Officials (General Managers) and officials who may be required to give background and/or explanations in respect of certain matters on the agenda from time to time.

The strategic objective for the Council is to:

Ensure that the municipality fulfill its obligations in terms of Section 152 of the Constitution of the Republic of South Africa and that the Council is focused on ensuring that the municipality delivers the mandate in the most cost effective and sustainable manner.

Councillor Details

Total number of Councillors	7
Number of Councillors on the Executive Committee	No Exco
WARD DETAILS	
Total numbers of wards	4
Total Number of Ward Committee Meetings	Monthly
Public Ward meetings are held at various times during the year	Quarterly
NUMBER AND TYPE OF COUNCIL AND COMMITTEE MEETINGS	
Council	1 per month
Executive Committee	N/A
Corporate and Community Portfolio	Quarterly
Infrastructure and Planning Portfolio Committee	Quarterly
Finance Portfolio Committee	Quarterly

Figure 22: Councillor Details

Organizational Structure

The Municipal Organisational Structure consists of 3 Departments each headed by a Manager who reports directly to the Municipal Manager. Listed in this section are the functions that are performed by each programme within the organizational structure with outputs, performance measures and performance targets.

Office of the Municipal Manager Overview

The Municipal Manager is required to lead and direct the administration aspects of the Municipality and account to the Municipal Council so that economic growth and development is facilitated, poverty is alleviated, an effective service is delivered to stakeholders and the long term sustainability of the Municipality is ensured within the requirements of the relevant legislation. **Description of the activity**

- To manage the municipality's administration in accordance with the Local Government: Municipal Systems Act and other legislation;
- To implement the municipality IDP, and to monitor the progress with the implementation of the plan;
- To manage the provisions of services to community, residents and rate payers in a sustainable manner;
- To control and manage the effective utilization and training of staff;
- To maintain discipline of staff;
- To promote sound labour relations;
- To advise the structures and functionaries of the municipality;
- To manage the communication between the municipality's administration and its structures and functions;
- To carry out the decisions of the structures and functions of the municipality;
- To administer and implement the municipality's By- Laws and other legislation; 7
- To implement national and provincial legislation applicable to the municipality; and 7
- To ensure monitoring and evaluation of risk management.

Analysis of the function

The Office of the Municipal Manager that co-ordinates the strategic direction and ensures poverty alleviation and facilitation of sustainability. This office leads, directs and manage top management in performance of duties to meet council objectives. It strategically controls the utilization of council resources in pursuit of an economic, effective and cost efficient service delivery. Adherence to legislation in relation to Employment Equity and the oversight of the Mayor and Municipal Manager are the prime responsibilities of this office. So is bearing responsibility for all income and Council expenditure as well as assets and discharge of liabilities.

Internal Audit

Good Governance

- Internal Audit Charter was reviewed, updated and adopted;
- Internal Audit Committee Charter was reviewed, updated and adopted;
- Fraud Prevention Plan was reviewed, updated and communicated to relevant officials; ☐ Whistle Blowers Policy was developed and communicated to relevant officials; and ☐ Protected Disclosures Act was communicated to relevant officials.

Risk Management and Risk Assessment

□

Risk Management monitoring was performed bi-annually and reported to Management and the Audit Committee; and

- Risk Assessment was performed for all operational processes on a quarterly basis and reported to Management and the Audit Committee.

Audit Plans

- A risk based Three Year Strategic Internal Audit Rolling Plan was developed and communicated to Management and the Audit Committee;
- A risk based Annual Strategic Internal Audit Rolling Plan was developed, communicated to Management and the Audit Committee and was also implemented; and
- Risk based Strategic Internal Audit Plans were reviewed on a quarterly basis updated where necessary and communicated to Management and the Audit Committee. □

Integrated Development Planning

IDP Format:

- i. Impendle has very technical in nature;
- ii. focused on the controlled use of land through various legal mechanisms; predominantly sector based;
- iii. inflexible and of a blue print nature;
- iv. indifferent regarding environmental sustainability;
- v. Concerned with physical/infrastructural development by the public sector; and vi. Inadequate in terms of facilitating private sector development.

Integrated Development Planning

Integrated Development Planning is a process through which municipalities prepare a strategic development plan, for a five year period. The Integrated Development Plan (IDP) is a product of the process.

The IDP is the principle strategic planning document which guides all planning, budgeting, management and decision-making in a municipality.

Integrated Development Planning is therefore one of the key tools for local government to fulfil its new developmental role.

Finance Department

Overview

□

The finance department provides financial support and guidance to all other directorates within the municipality on financial related matters. The department is broken down into the following components in order to fulfil its obligations to its internal structures and communities.

- Budget and Treasury Office;
Expenditure Section;
- Billing Section;
- Credit Control and Revenue Management Section; and
- Supply Chain Management Section

Budget and treasury office is responsible for the following functions

- Manage all accounting activities
- Manage the budget process
- Manage the annual financial statements
- Debt management (Loans)
- Financial management
- Preparation of the annual budgets
- Preparation of the annual financial statements
- Reporting on the budget and monitoring thereof
- Implementation of the MFMA
- Financial accounting
- Revenue management
- Expenditure management
- Policies and by laws
- Tariff charges, levies and rates
- Reporting

Expenditure Section

This section is responsible for the full expenditure management function, which includes the following: □

- Payment of creditors;
- Payment of salaries wages and allowances;
- Asset register maintenance;
- Grant administration and reporting;
- Vat; and
- Insurance administration.

Credit Control and Revenue Protection Section

□

This section is responsible for protecting Councils revenue streams and ensuring that bad debt is maintained at a minimum level. In order to accomplish this challenging task, this section is responsible for the following activities.

- Collection of all outstanding monies owing to Council;
- Disconnection and reconnection of services for non payment;
- Concluding acknowledgement of debt agreement with consumers;
- Maintenance of the Geo Reality Debt Collection system;
- Preparing final demands and summons in favour of Council;
- Taking legal action for the recovery of outstanding debt; and
- Regular reporting with regards to outstanding debt.

Supply Chain Management Section

The Supply Chain unit is responsible for the procurement of goods and services in terms of the Supply Chain Management Policy and Regulations. The section is responsible for the following key functions:

- Maintenance of a suppliers database;
- Reporting on all matters relating to supply chain management;
- Demand, acquisition and disposal management;
- Price quotations, competitive bidding and tender documents;
- Providing support to the bid specification, evaluation and adjudication committees;
- Petty cash management; and
- Issue of requisitions and orders.

Corporate Services Department

Overview

- Administration
- Human Resource Management
- Labour Relations Management
- Employee Assistance Programme

Description of the Activity

- To provide overall municipal legal service;
- To manage Capital and Operational budgets;
- To manage municipal property and estates services;
- To manage all municipal fleet service;
- To implement the Batho Pele principles;
- To provide for proper communication facilities.



Administration

The administration section provides administrative support and guidance to all other sections within the municipality. It is thus entrusted with the following functions:

Registry and Archives

In order to continuously manage effectively and efficiently the municipality recognizes information and records as the most important resources. Through a comprehensive Records Management Policy and Systems which has been developed and implemented, the service delivery by the municipality has improved. Most crucially, both internal and external communication channels have improved through the services of a messenger.

Proper utilization and maintenance of municipal facilities

The municipality utilizes and continuously permits the public to utilize some of its facilities which then require cleaning and maintenance. These facilities include:

- Municipal Offices;
- Public Toilets;
- Public Libraries;
- Public Halls;
- Municipal Housing

These properties are cleaned and well-maintained on a regular basis, so as to promote health and safety of the employees and the customers. A Facility Hire Policy has been developed, so as to regulate the use of the public facilities by members of the public and to control access thereto.

Relations Management

To manage municipal labour relations between the employer and the employees for the purpose of providing effective and efficient services within the municipal area of jurisdiction, which encompasses the following:

- To promote mutual respect between employer and employees;
- To ensure that management and the employees share a common understanding of misconduct and discipline;
- Application of discipline in a prompt, fair, consistent and progressive manner;
- Prevent arbitrary actions by both management and labour organisations towards one another;
- Provide employer and employees with a quick and easy reference for the application of discipline;
- Ensuring that discipline is a corrective measure by conducting fair hearing in a formal or informal setting;
- Promote effective and efficient mechanisms to resolve grievances;
- Manage strikes to ensure that essential services are not interrupted during industrial actions;
- Co-ordination of consultative meetings with management and organised labour;
- Encourage employer and Organised Labour to collectively bargain and comply with collective agreements;
- Familiarise employees with municipality's conditions of service (induction);
- Ensure that each and every employee has a job description as prescribed by the Basic Conditions of Employment Act 75 of 1997;
- Design Labour Relations related policies for the purpose of controlling and monitoring.

Analysis of the function

One of the key functions of the Labour Relations Section is to conduct induction programmes to new and old employees within the municipality. Induction is an important tool to be used in a planned way to assist new employees to adapt to their job, their fellow employees and the organization as a whole. It also helps them to be productive, and feel welcomed. The relationship between the employer and the

employees is based on the terms and conditions of employment contract. It is vitally important that employees are also made aware of the provisions of Health and Safety related legislations.

Employee Wellness

The employee wellness is an integrated programme that is aimed at addressing the needs of employees, be it physical, spiritual, social and emotional. It includes Employee Assistance, Occupational Health and Safety, as well as HIV/Aids Management in the Workplace.

Health Promotion

Through this programme, employees with personal and work related problems receive counselling. Those with specific problems which require external expertise are referred to external service providers like social workers and psychologists. We currently also provide information regarding various topics and life skills in the form of brochures and newsletters. These are designed internally and distributed on a monthly basis, covering more than one topic per month.

Occupational Health and Safety

The Safety representatives that have been trained in Health and Safety as well as in First Aid, together with the EAP Manager, are scheduled to meet on a monthly basis to discuss Safety issues in their work places. They also undertake site visits in areas which require more attention. The E.A.P. Manager also makes sure that employees who need to attend medical examinations are sent for such in due course.

HIV/AIDS Programme

A Strategic Framework to deal with the prevalence of HIV/AIDS in the Workplace has been developed through the information that was acquired from the HIV/AIDS Prevalence survey which was conducted. This Section is currently developing the implementation procedure with the assistance of New Start Clinic. HIV/AIDS also receives much attention on our monthly publications which we have called “Your Health is Your Wealth”.

Community Services Department

Library/Sports/Taxi Ranks/Thusong Service Center/Cemeteries

Overview of Library

- Centers of information
- To create a quiet resource centre for the promotion of reading, literacy and information.
- Provide the public, with reading material, visual aids and audio materials as required i.e. CD's, DVD's, videos, fiction and non-fiction books.

Description of the activity

Librarians

- In charge of the overall performance of staff, efficiency in public provision and upkeep of the library.

Assistant Librarians

- To assist the librarians with additional tasks e.g. photocopies, telephone enquiries, filing, counter work, etc.

Cleaners

- To keep the library clean and presentable for our patrons.

Relief Staff

- To fill in on additional work needed or to serve as relief when a librarian or assistant librarian is off-sick. Or on annual leave.

Student Filers

- To assist on a Saturday with filing of books and counter work.

Wellbeing of the Community:-

The provision of free access to library materials over a certain duration of time.

- No payment is required for the borrowing of materials, except for the fines on the late returns and lost library materials.

Upliftment of education

- The library provides a service that covers information on all aspects in life e.g. languages, computers, politics, cooking, gardening, etc. It also promotes literacy and reading to the community.

Book Exchange

- The constant circulation of materials in the Midlands area enables the libraries to provide the public with new reading material on a regular basis.

Special Requests

- An opportunity for readers to select materials, that is not available at our libraries, from the Regional Library. **Activities**
- Attracts new members and encourages regularity in readers e.g. Library Week – promotes literacy. We also hand out free toys, coloring in competitions, DVDs, etc all provided by our Central Ref. Library
- Video Sessions – helps students with their assignments and provides an activity for our Preschoolers.
- Displays - encourages new interests in our members and sets out reading materials on the topics e.g. Valentine's Day, Christmas Day, Library Week, Human Rights Day, etc.

These services extend from Hilton to Nottingham Road and cover the whole of the Impendle Municipal Area.

- Encourage adult literacy
- Increase membership figures
- To promote library services to our schools and other social groups e.g. HADCA, Women's Groups, etc.
- To promote and enhance the image of the Impendle Municipality.

The strategic objectives of this function are to constitute a free, consistent and efficient service to everyone in the Impendle Municipal Area.

Analysis of the function

The function of the Community Services Department of the Impendle Municipality is to manage the preparation and implementation of Law Enforcement Strategy, of Community Facilities within the municipality, provision of housing to all communities within the municipality, a Home Ownership Education programme, general administration, Community Health services, Environmental Health services and Museum services.

Local Economic Development

Overview

The purpose of economic development and growth is to build up the economic capacity of Impendle Municipality to improve its economic future and the quality of life for all its citizens. In order to achieve the aforesaid, the Department of Economic Development and Growth is entrusted with the implementation of the following programmes:

- Investment Promotion & Marketing
- Local Business Support & SMME Development
- Agricultural Development
- Tourism Development & Events Management.

Description of the Activity

Investment Promotion and Marketing

The Section is continuously exploring ways to increase inward investment in skills and technology, property and sustainable development. As Local Economic Development, we continuously promote ongoing investment and development through the provision of services at affordable, competitive prices, efficient service and a safe and secure environment. Business permissions are tailored to the needs of the changing economy. Investment promotion is through the following:

- Ongoing identification of Greenfield development areas for investors;
- The maintenance of existing infrastructure;
- Effective information dissemination;
- Immediate service to potential investors and developers with respect to business permissions;
- Reliability and accessibility of existing services; and
- Development of effective 'one-stop information shops' as part of "Customer Care Centre" concept.

Local Business Support and SMME Development

As the Department we are entrusted with supporting local businesses by ensuring that local economies are robust and inclusive. We do this through the fostering of public private partnership (PPP). Thus Impendle Economic Development Forum was established. By this we are ensuring that economic growth is sustainable, because we allow participation of all sectors through representation. We exist to actively promote broad-based transformation of the local economy by instituting a range of measures, including the following:

- Ensuring that Impendle Municipality's procurement policy have a preferential bias towards local businesses achieving the BEE codes and practices, labour intensity in methods and a percentage target for start-up business and co-operatives;
- Ensuring that business development conducted in the local economy through Business Linkage Centers and agencies is encouraged, promoted and monitored;
- Assessing Industry clusters to ensure that competitiveness and business channels are in place, thereby ensuring the link between big and small businesses;
- Constantly assessing and supporting the Informal Sector of the economy through skills development, facilities, special charges to enter into the formal economy;
- Development of the Impendle Broad-Based Black Economic Empowerment Strategy;
- Constantly reviewing Bylaws to ensure that the regulations fit in with the demands of a changing economy;
- The building of local development capital will be monitored and harnessed as inward investments where possible; and
- Promoting the training, assistance, monitoring and mentoring of emerging entrepreneurs.

Tourism Development & Events Management

The Department strives to facilitate the promotion of the economy, creation of jobs and safe and secure environment, by establishing a tourism destination that is domestically and internationally competitive.

Developmentally there is a definite focus on the creation of tourist routes and facilities in the previously disadvantaged areas. A number of other tourist routes (like retail, arts/crafts and music are also promoted. The Department is promoting and lobbying the establishment of a regional tourism association.

Challenges

Access to land for emerging farmers is a major issue and there have been no land reform farms in Impendle that have been successfully transferred to date. This has serious implications for any proposed agricultural production and value adding enterprise targeting emerging farmers in the Municipality.

NOTE: The role of Impendle Municipality is to create the enabling environment in which local economic development can occur. The Department therefore has a role to play in investigating economic development opportunities further.

Infrastructure & Planning Services

Overview

All activities associated with provision of housing

- Continuous management, coordination and facilitation of all Municipality's Housing development projects within Impendle Municipality.
- Construction of houses for the approved beneficiaries
- Water supply / provision individual homes especially in areas that have benefited through Low Income Housing Project, funded by the Department of Housing (DOH) and homes transferred to certain people through the Government Discount Benefit Scheme.

Description of the activity

- The municipality has a mandate to lead and direct the housing function so that the strategic objectives of the municipality in relation to housing are achieved.
- The establishment of an inclusive, representative and accountable development structures within communities.
- Identification of other primary actors with whom the community should relate for the purposes of successful development.
- Certification of potential housing beneficiaries.
- Facilitation of the sales administration process.
- Signing of building agreements by beneficiaries.
- Appointment of Project Manager(s) by the Developer.
- Appointment of Contractor(s) to undertake the actual construction of houses.
- Capacitating and empowerment of locally based contractors to participate in the construction of houses as sub-contractors.
- Employment of unskilled local people to assist skilled labourers during the construction phase.
- The Municipality has a mandate to lead and direct to the housing functions so that the Strategic Objectives of the Municipality in relation to housing are achieved.

Analysis of the function

The Strategic Objectives of this function are to:

- Reduce the population living in informal structures ☐ To ensure access to formal housing opportunities.

Overview

National, Provincial and Local initiatives in conjunction with the private sector involvement have resulted in tremendous development in both the rural and urban nodes within the municipality which is in line with the Council's IDP under review and Spatial Development Framework.

The Department is involved in a number of actions which include inter alia the following:

Land Use Development

The Planning and Development Act 6 Of 2008 (PDA) states that Municipalities must develop Land Use Management System (LUMS) for the whole area of Municipal jurisdiction. The LUMS must be developed in five year after the promulgation of the Act. The PDA is based on The DFA Chapter 1 principles which are

a set of interrelated intentions (desirable directions) to guide land planning and development in South Africa. They are necessary to entrench a more equitable and developmental planning system for the country. The principles apply to all forms of planning which affect land development including:

- spatial planning and policy formulation
- the planning of whole settlements as well as parts or elements of settlements
- the decisions of all public authorities affecting land development under any law, including those of traditional leaders acting under customary law
- All legislation, including all land control systems and instruments affecting the development of land.

The principles are also binding on all future actions of legislatures at national, provincial and local government levels. This means all laws, regulations and by-laws which are passed or changed must conform to the principles.

There is a strong commitment to social justice in the DFA. While the principles apply to all land development initiatives, their specific purpose is to speed up and improve reconstruction and development programmes and projects. In this way they are specifically intended to improve the living conditions of the poorest and historically most disadvantaged members of society.

The Impendle Municipality has over the year under review been party to and processed some 11 applications lodged in terms of the Development Facilitation Act.

Land Use Management

A land use management system, in its broader sense, refers to all of the actions required by a municipality to manage land. Some of the key elements of a comprehensive land use management system would be as follows:

- Spatial Development Framework;
- Land Use Management Framework and Planning Schemes;
- Rates database;
- Cadastral and property database;
- Information regarding the provision of services;
- Property ownership and tenure;
- Environmental issues and requirements, and - Transportation requirements.

Environmental Management

In terms of the C-Plan and MINSET assessments undertaken by KZNCS, Impendle contains extensive areas of conservation significance.

These assessments are at a very broad level, and a more detailed assessment has been undertaken at a local level taking current land use and slope into account. This forms part of the local Strategic Environmental Assessment (SEA), and Environmental Management Plan (EMP). The plan of environmental priority forms an integral part of the Impendle SDF and is used to assess development applications.

Building\eleation control

The Building Control Section is solely responsible for building and elevation control and signage within the Impendle Municipality.

Infrastructure Development Overview

The Technical Services department of the Impendle Municipality is responsible for the day to day maintenance and development of the municipality in the areas of refuse collection, roads, storm water maintenance, traffic engineering, water & sanitation, parks, gardens, environment, mechanical workshops, electricity services, GIS support, administrative support.

Description of the activity

The attached report is a brief synopsis of our achievements this year and our plans moving into the future.

Operating and Maintenance Report

The repairs and maintenance budget rose to 6.3% of the total budget which is bringing us to a level which is considered progressive in terms of maintaining our infrastructure. Moving forward our goal is to reach a target of 10% over the next three years for repairs and maintenance.

This is a tremendous improvement from 3.4% in 2001/2002. A level of 3.4% of the budget to repairs and maintenance and the contributions prior to 2001/2002 were totally inadequate which resulted in infrastructure being neglected. We have however improved dramatically with regards to making inroads into these maintenance backlogs.

Human Settlement

This office facilitates and monitors all grant funded housing development projects are currently happening in the Municipality. The Village Housing Development will be provided with individually metered potable water connections with full flush toilets, 20amp, prepaid electricity connections and all weather gravel roads. Furthermore, planned housing project property sizes may not be less the 350m².

The rural housing development is roled out in phases wherein about 2000 housing units are developed in each phase. Phased two will be finalized by the end of 2018/19 financial year.

The Technical Services consist of the following Sections:-

Engineering Services, Refuse Removal, Roads and Stormwater New Works, Repairs and Maintenance, Mechanical Works, Repairs and Maintenance, Plant and Equipment, Parks, Gardens and Environment, Fleet Management, General Administration and Cemeteries

Administration Strategy

The current positive changes that have been achieved in the administration section are as a result of the implementation of the Administration Strategy which was developed early last year. Among other areas elaborated in the strategy are; the Service Delivery Charter and the Complaints Management System. Suggestion boxes have been placed in all the sections in a place where our customers can easily make use of. Through it the municipality will now be in a position to achieve more customer satisfaction and in that way adhere to the Batho Pele Principles.

Human Resource Management

- Strategically manage the Municipal Human Capital of the entire organization of Impendle Municipality focusing on the following aspects:
- Restructuring the Organization in terms of the needs and challenges of Impendle Municipality within its changing Integrated Development Plan.
- Managing and monitoring the Labour Turnover of the Municipality ☐ Recruitment and Selection of staff, and retaining the existing staff.
- Human Resources Development which impacts on Quality Service Delivery and Integrated Development Plan, and the Development of a Workplace Skills Plan and implementation thereof.
- Study Assistance Programmes, and offering in-service training to aspiring trainees who have completed tertiary levels of education.
- Policy Development and Implementation
- Implementation and Monitoring Performance Management systems for improved Service Delivery.

Amended Supply Chain Management Policy

The ILM has established a Supply Chain Unit in line with the internal Supply Chain Management (SCM) Policy. The division is headed by Senior Accountant, who reports to the Chief Financial Officer.

The calling for tenders to secure supplies of goods and services is an integral part of SCM, as legislation compels public institutions to procure goods and services through this process. A thorough knowledge of the different phases of the tendering process and the accompanying procedures is therefore necessary to ensure that public officials procure goods and services timely and according to their requirements.

In line with the Municipal Finance Management Act (MFMA), the Accounting Officer has approved the Bid Committees. The Municipality ensures that the tender process is fair, transparent, equitable and cost effective.

Overview of Supply Chain Management (SCM)

The Amendment Supply Chain Management Policy for the year 2018/2019 will be reviewed and adopted by Council in May 2018 and implemented immediately thereafter. The main change made to the policy was to include the clause requiring that Provincial Treasury can be part of the process in the core of objectives.

Items of the MFMA SCM regulations the SCM policy of the municipality must provide for a system of demand, acquisition, logistics, disposal, risk and performance management, and our policy does provide for it. The following is a brief overview of the processes that have been established and implemented within our SCM system:

Demand Management

The procurement Plan defines the Supply Chain Management needs of the organization, aligned to the municipality's IDP and Departmental SDBIP. The plan is for a minimum of one year but aligned to the IDP three year period, this is especially critical in the case of capital projects requiring the issuing of bids for multiyear projects. As well as in order to obtain cost savings through longer term goods and service contracts (limited to three- year period in terms of the MFMA). The main objective of the plan is to assist the service deliver business units to achieve their service delivery mandates and to meet their service delivery requirements without any SCM processes delays and this forms the integral component of the entire process to ensure effectiveness efficient and economical SCM processes.

Disposal Management

The municipality assessed and identify that needs to be disposed of the task to disposed was deferred to next Financial Year.

Risk Management Policy

Impendle regards risk management as an important function that contributes to the achievement of the municipality's objective and provides assurance that key risks are being identified and assessed; and effective controls are put in place to mitigate risks. To this end, Impendle has adopted a Risk Management Strategy as a tool to assist the municipality to proactively identify any uncertainties that could prevent it from achieving its objectives or that could impact negatively on the desired level of service delivery. The Risk Management Strategy is supported by the Risk Management Policy, the document that set the stance of the municipality with regards to risk management.

To build capacity around risk management, the Municipality had requested the services of the Personnel from the National Treasury to assist the Municipality to deal with issues of risk management in compliance with the provisions of the MFMA.

Indigent Policy

Policy Objectives

Because of the level of unemployment and subsequent poverty within the Impendle Local Municipal area, there are households which are unable to pay for normal municipal services.

The municipality therefore has adopted this Indigency Management Policy to ensure that these households have access to at least basic municipal services, and is guided in the formulation of this policy by the national government's policy in this regard.

Criteria for Qualification

Households where verified total gross monthly income of all occupants over 18 years of age does not exceed R3 500, or such other amount as the Council may from time to time determine, qualify for a subsidy on property Rates and Service charges for Refuse Removal, and will additionally receive and 100 kWh of electricity per month free of charge. These services will be paid for by the Impendle Local Municipality to the service provider and Eskom.

Only households where the accountholder or property owner has registered as indigent in terms of the municipality's annual registration programme, and whose registration has been accepted and entered into the register of indigents shall qualify for the above concessions.

For a household to qualify for a rebate on rates, the registered indigent must be both the owner and fulltime occupant of the property concerned, and may not own any other property, whether in or out of the municipal area.

Indigence relief shall apply for a period not extending beyond the financial year in which the particular household is registered as indigent. Registration must be renewed in each registration programme if relief is to continue.

To register as an indigent, the relevant property owner or accountholder must personally complete and sign the registration form provided by the municipality for this purpose, and furnish such further documentation as the municipality specifies.

The Municipal Manager, or any other municipal official authorised, will provide assistance to persons who cannot read or write, at such times and places as are specified in the notices published to indicate that the registration programme is to take place. Registration will take place on dates and at times and places determined by the council, but shall generally be undertaken during **January** and/or **February** each year.

Financial restraints

Indigence subsidy will be applied in accordance with this policy subject to the availability of Council funds from time to time.

Application of the Policy

The subsidies on rates and the specified service charges will be determined as part of each annual budget and in terms of the municipality's policies on property rates and tariffs.

In respect of water, a 100% subsidy up to 6 kl per household per month will apply; however, if consumption exceeds 6 kl per metering period (month) the consumer will be charged at normal tariffs for actual consumption on the quantity exceeding 6 kl as per UMDM policy.

In respect of electricity, a 100% subsidy up to 50 kWh per household per month will apply; however, if consumption exceeds 100 kWh per metering period (month), the consumer will be charged at normal tariffs for actual consumption on the quantity exceeding 50 kWh.

In respect of sewerage charges and charges for household refuse removal, the relief granted shall not be less than a rebate of 50% on the monthly amount billed for the service concerned.

In respect of property rates, the rebate shall be 100% of the rates based on the rateable value.

Registration as Indigent

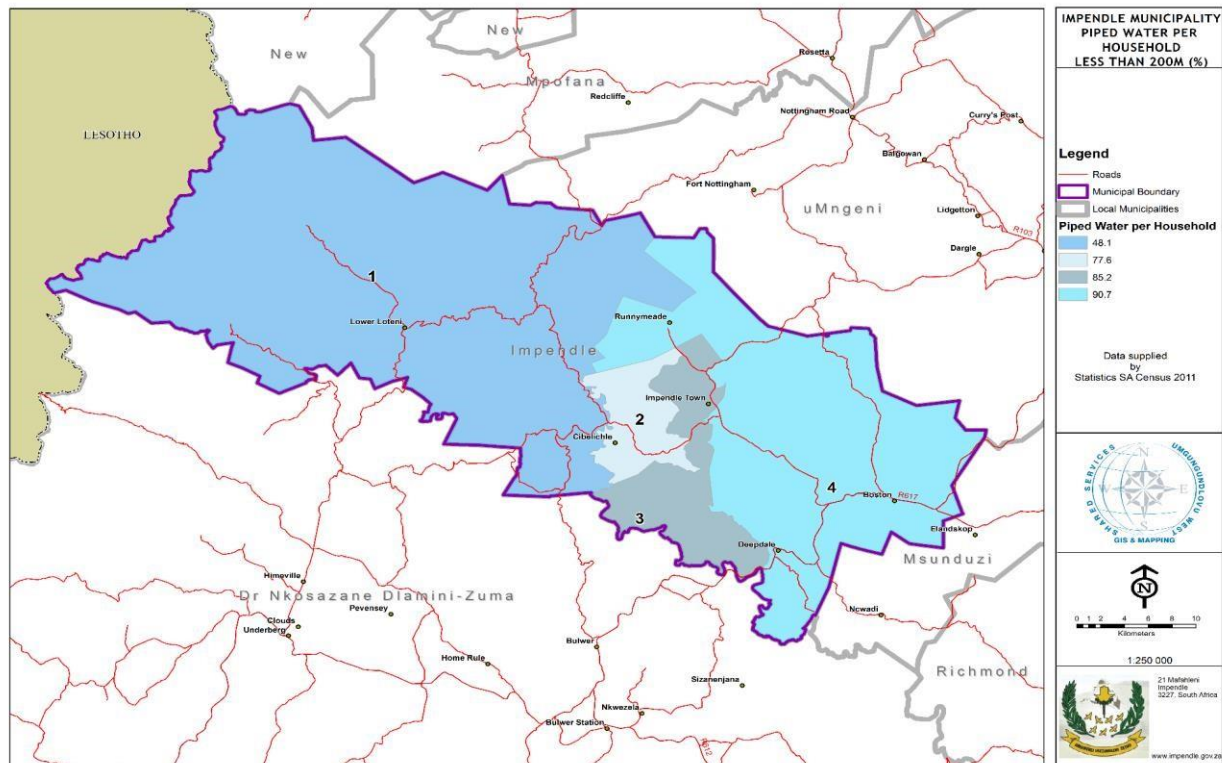
A debtor should make application for indigent benefits at the nearest municipal office on a prescribed application form.

Indigent debtors must re-apply every 12 months in order for the Council to determine whether or not their financial circumstances have changed. Failure to comply with this requirement will result in debtor's Indigent status being revoked and standardized tariffs and/or charges being reinstated.

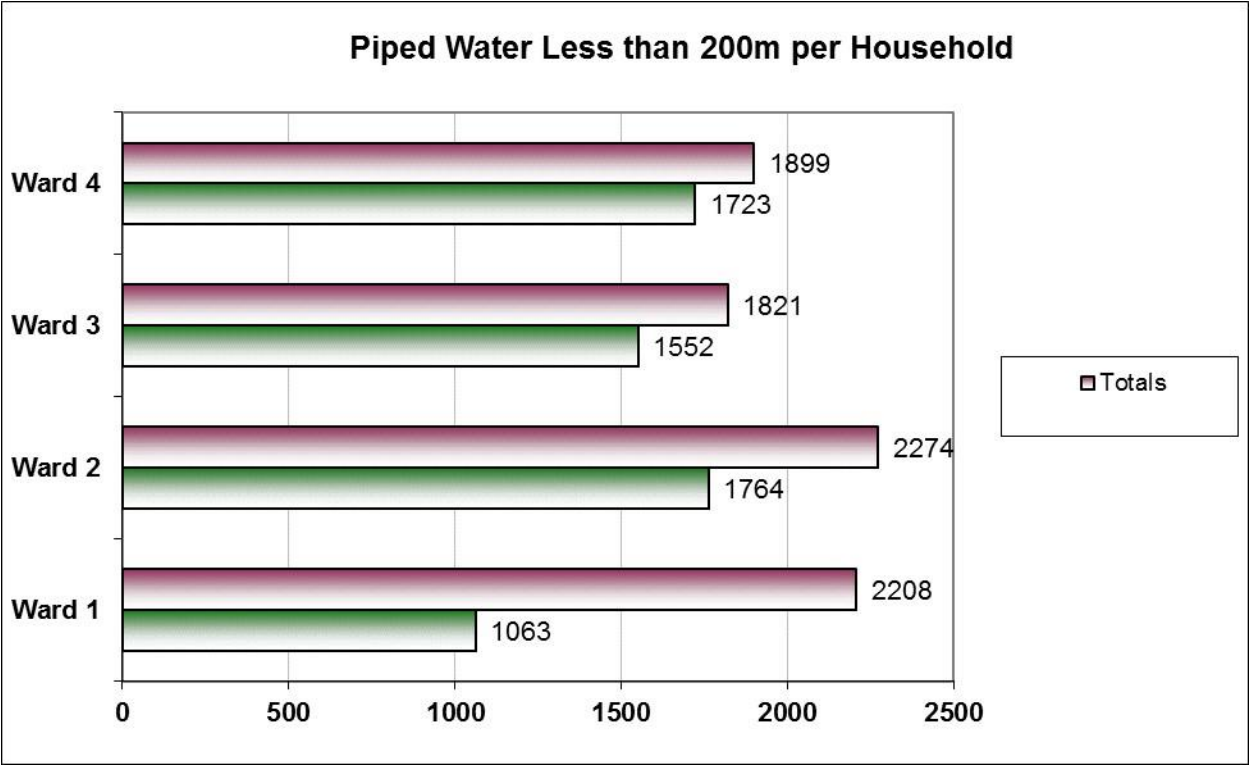
4. Basic Service Delivery & Infrastructure Analysis

4.1. Water and Sanitation

4.1.1. (a) Water Provision (Domestic and Agricultural)



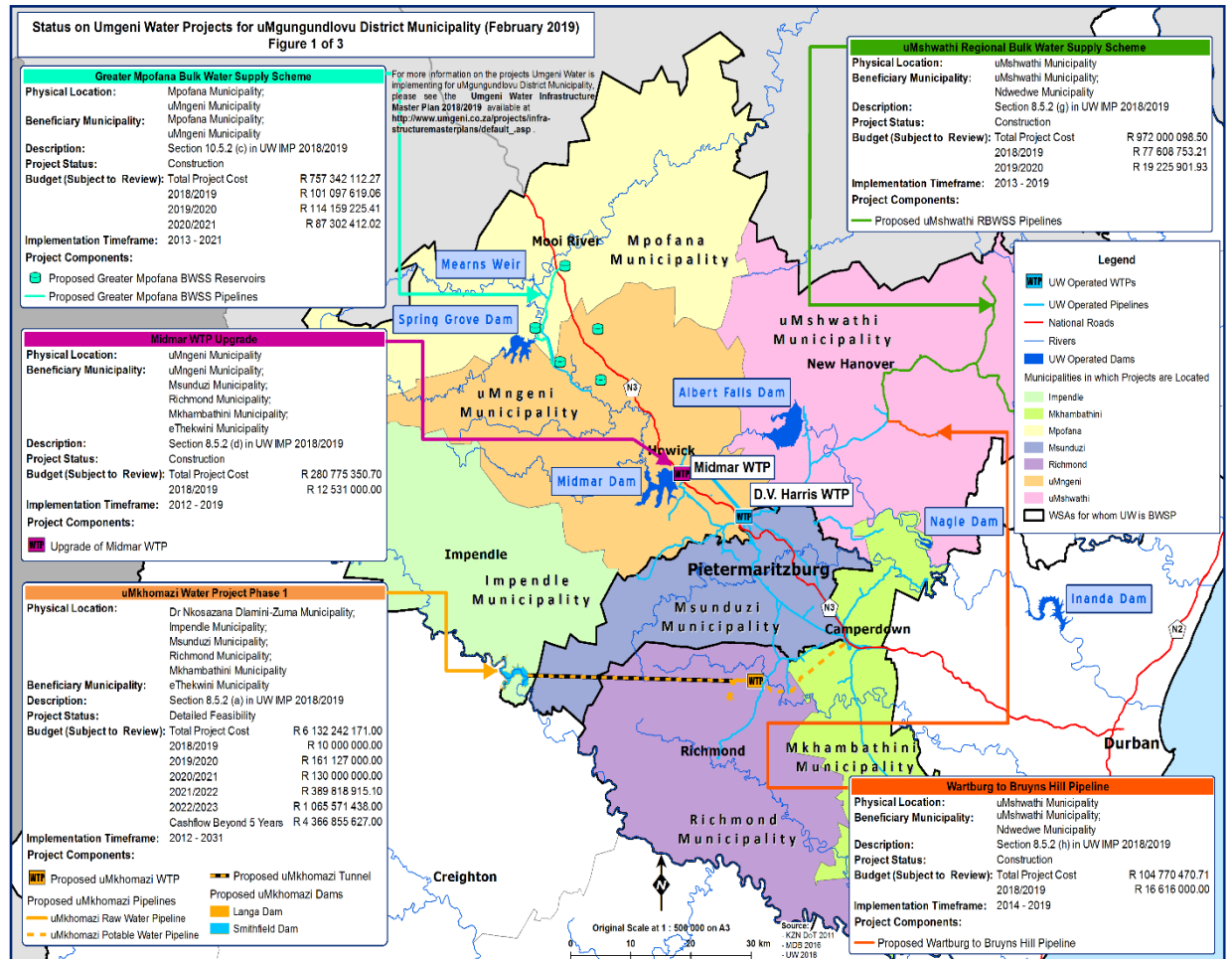
Piped Water Less Than 200m per Household					Piped Water Less Than 200m per Household (%)				
	Ward 1	Ward 2	Ward 3	Ward 4		Ward 1	Ward 2	Ward 3	Ward 4
Piped Water < 200m	1063	1764	1552	1723	Piped Water < 200m (%)	48.1	77.6	85.2	90.7
Totals	2208	2274	1821	1899	Totals	2208	2274	1821	1899



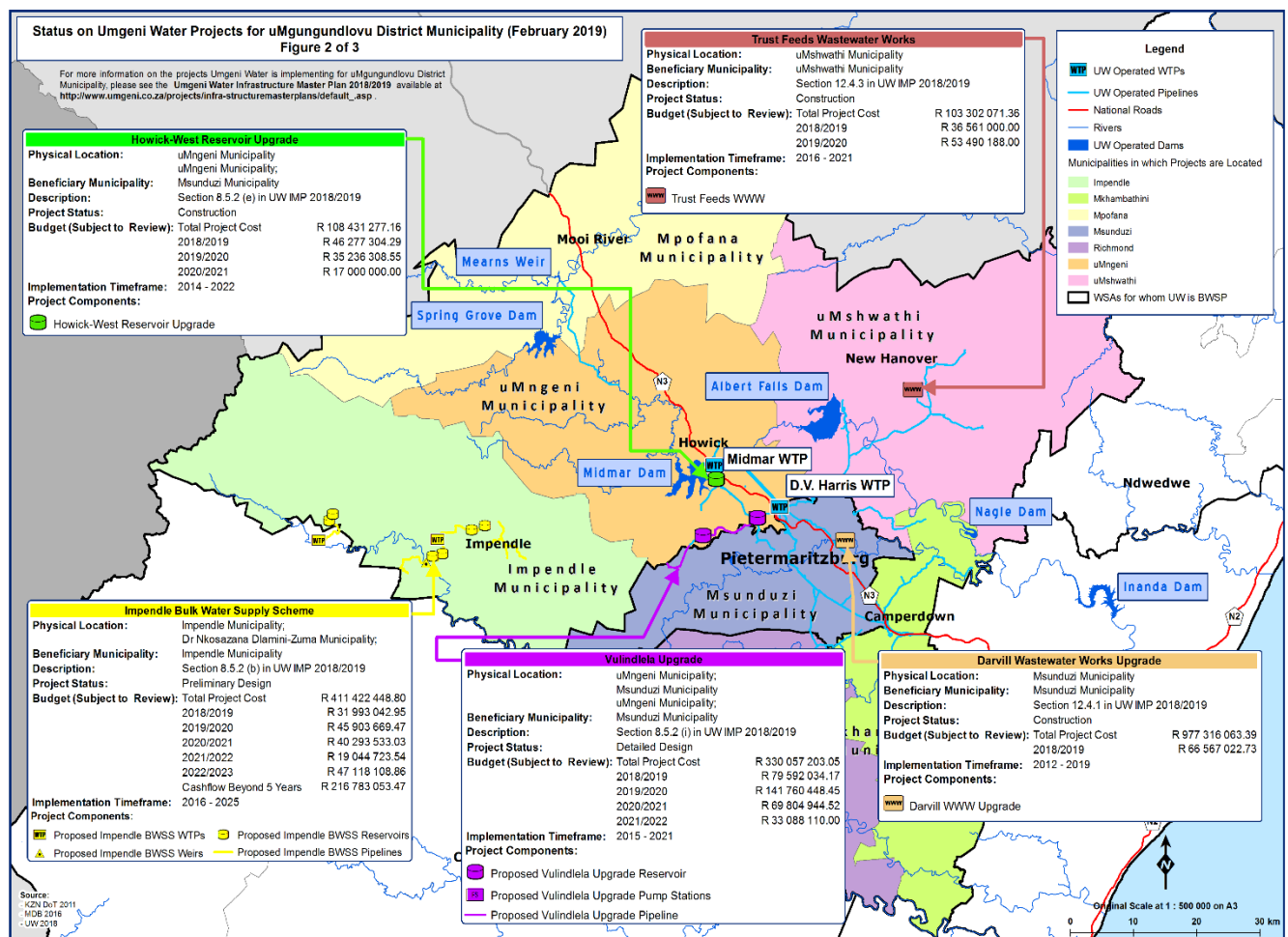
<p>Strategic Objective 4.5: Improve Water Resource Management and Supply</p>	<ul style="list-style-type: none"> - Address backlogs in terms of the MDG. - Operation and maintenance of assets with relation to water. 	<p>The uMkhomazi Water Supply Project</p> <p>Current water demand from the Mgeni System has already exceeded the 99% assurance of supply level that will be achieved with the commissioning of the MMTS-2. Further augmentation of the Mgeni System is therefore already required. Water resource development on the uMkhomazi River has been identified as the next likely major project to secure long-term water resources for the Umgungundlovu and eThekweni municipal areas. The purpose is therefore to augment the water resources.</p>	<p>Technical Study is complete, however, a VO is required for additional work that is required for the WULA. The draft EIR has been circulated for comment. This precedes the public meetings which is now planned for May 2016</p> <p>The earliest possible commissioning for Phase 1 is 2024.</p>	<p>Total Project Cost for Infrastructure Component: R4,728,196,000 (subject to review).</p> <p>Budget (subject to review):</p> <p>2016/2017 - R25,000,000</p> <p>2017/2018 - R25,000,000</p> <p>2018/2019 - R45,000,000</p> <p>2019/2020 - R45,000,000</p> <p>2020/2021 - R45,000,000</p> <p>Cashflows Beyond 5 Years 2021/2022 -</p> <p>2031/2032 - R4,565,552,000</p>	<p>Ingwe, Richmond, Mkhambathini and Impendle Municipalities.</p>
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Strategic Objective 4.5: Improve Water Resource Management and Supply	<ul style="list-style-type: none"> - Address backlogs in terms of the MDG. - Operation and maintenance of assets with relation to water. 	<p>Impendle Bulk Water Supply Scheme</p> <p>The area of Impendle has unreliable sources of water and many small run-offriver abstraction and borehole schemes. This project will increase the level of assurance of supply to the community of Impendle as requested by Umgungundlovu District Municipality.</p>	<p>In preliminary design.</p> <p>Anticipated date of completion is 2026.</p>	<p>Total Project Cost: R200,000,000 (subject to review).</p> <p>Budget (subject to review):</p> <p>2016/2017 - R10,000,000</p> <p>2021/2022 - R10,000,000</p> <p>2022/2023 - R40,000,000</p> <p>2023/2024 - R75,000,000</p> <p>2024/2025 - R52,500,000</p> <p>2025/2026 - R12,000,000</p>	Impendle Municipality.
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4.1.1 (b) Umngeni Water



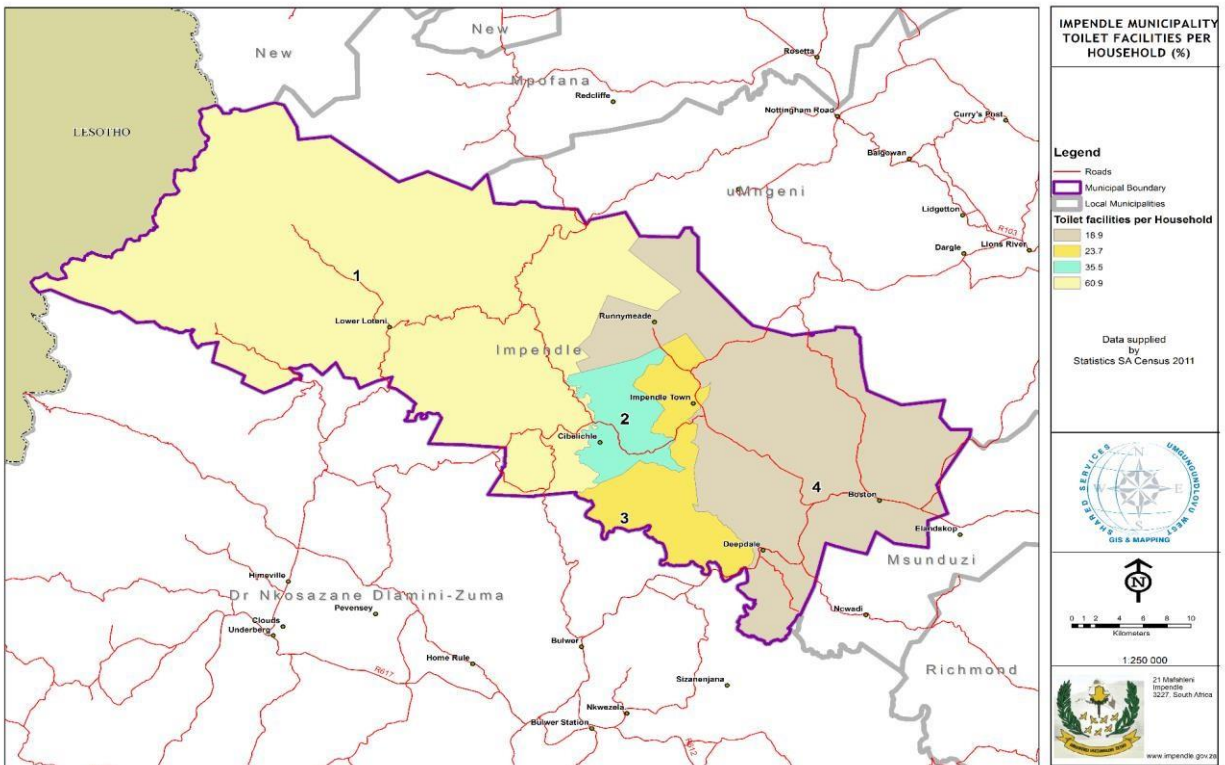
Impendle Bulk Water Supply



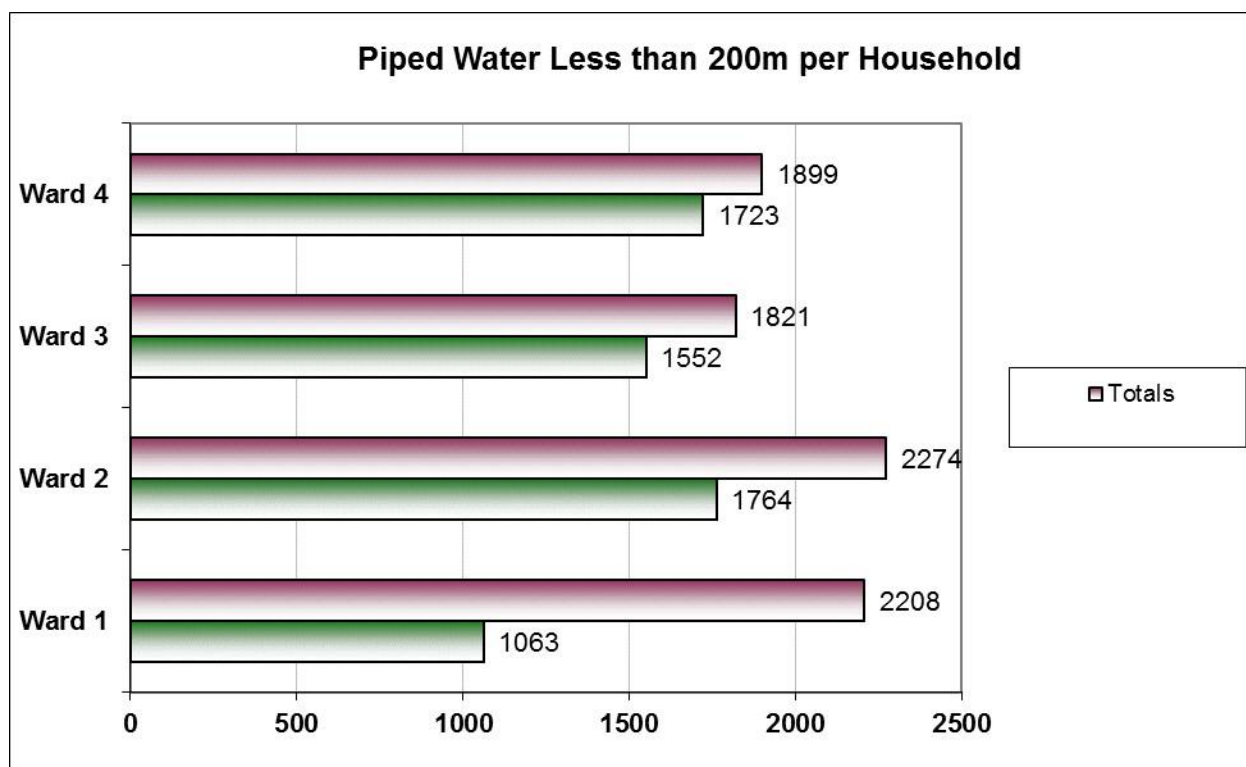
4.1.2. Sewage Treatment and Discharge

The District Municipality has the responsibility for water and sanitation. The WSDP has been reviewed adopted by UMDM Council in 2017 after a vigorous public participation process in line with

the IDP. the links to the WSDP are:

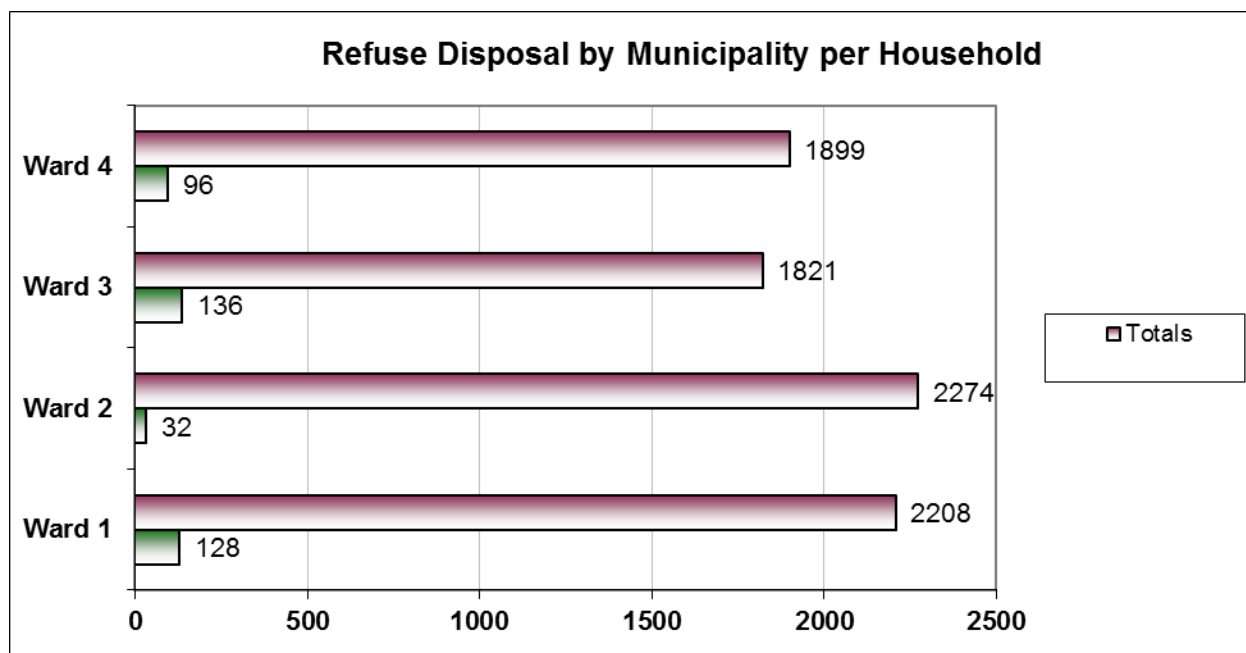


Piped Water Less Than 200m per Household					Piped Water Less Than 200m per Household (%)				
	Ward 1	Ward 2	Ward 3	Ward 4		Ward 1	Ward 2	Ward 3	Ward 4
Piped Water < 200m	1063	1764	1552	1723	Piped Water < 200m (%)	48.1	77.6	85.2	90.7
Totals	2208	2274	1821	1899	Totals	2208	2274	1821	1899



4.2. Solid Waste Management

Refuse Disposal By Municipality per Household					Refuse Disposal By Municipality per Household (%)				
	Ward 1	Ward 2	Ward 3	Ward 4		Ward 1	Ward 2	Ward 3	Ward 4
Refuse Disposal	128	32	136	96	Refuse Disposal (%)	5.8	1.4	7.5	5.1
Totals	2208	2274	1821	1899	Totals	2208	2274	1821	1899



4.3. Waste Collection and recycling

Impendle local municipality is responsible for solid waste management but it is only in Impendle Village and Boston where there is formal waste collection. Due to the limited resources the Municipality is unable to collect on the rural settlements which constitutes of about 97.47% backlog however most households dispose of waste in refuse pits on site and burning. Therefore there is a risk and negative impact on the surrounding environment leading to land, water and air pollution. The Municipality is in the process of establishing a buyback centre which allows rural households as well to keep their waste for selling it in the centre. Trainings and workshops have been done through the Department of Environmental Affairs in terms of environmental management.

The municipality is operating a licenced landfill site issued in terms of Environmental Management Act of 1998. The air space available for disposal is not conclusive but could still carry the municipality for another three years. The situation is not looking good as there is no alternative landfill site establishment plans. In any case shift is towards doing away with landfill site hence promotion of buyback centres. Option for residual waste would probably to dispose of it at the neighbouring municipalities i.e uMngeni.

4.4. Transport Infrastructure (Roads and Stormwater)

The municipality is responsible for the construction of municipal roads, gravelling of access roads, construction of community facilities, such as halls and sportsfields. The Municipality clearly sees the improvement of the road network as a priority. Only 16kms of its road network is tarred.

Impendle has approximately 1 500 kms of road of which only **16 kms** is all weather tarred road. Majority of roads are very bad, dusty and impassable in wet weather. The poor roads place limitations on investment and the ability for small businesses to afford transportation of inputs and products.

Investments in grading and upgrading are lost each summer with the rains. Resources are needed to upgrade roads to all-weather.

The main or primary roads are:

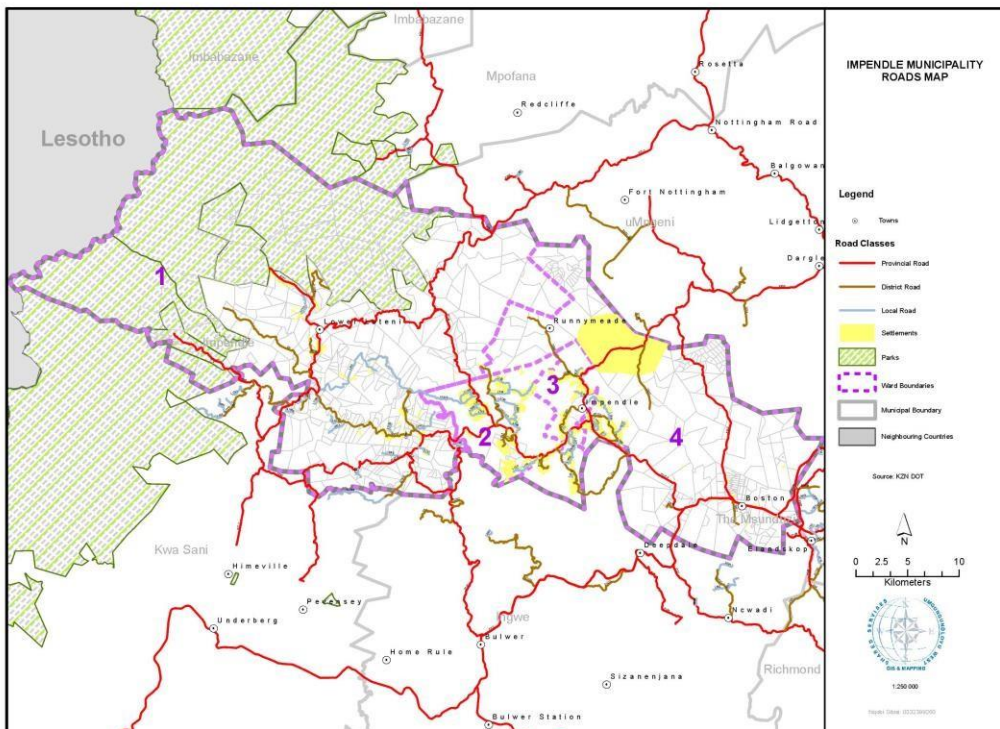
- P 127-1 and P130): ring road from Boston to Impendle and then to Howick via Dargle – this is a tarred road which bypasses Impendle town
- P127-1: road from Impendle to Stoffelton (D363 & D1357) and then to Stepmore and Underberg (P27-2) – gravel roads
- P27-2: road parallel to the Drakensberg from Nottingham Road to Underberg – gravel
- P132: Boston to Dargle route and the Lower Lotheni to Lotheni Nature Reserve route (P277) – gravel roads which link communities to services and recreation
- P252, 12 7-2 to Impendle (secondary corridor linking Sisonke to Impendle)

A critical link which needs special attention are:

- Nzinga to Lower Lotheni, either via Nottingham Road or via Stoffelton – treacherous in wet weather with the latter requiring a drift over the Mkhomazi

According to the Department of Transport (KZN) there is a total of 398.93km of declared road network in Impendle which is detailed as follows:

- 35.59 km blacktop
- 211km gravel
- 22.14 gravel local road
- 130.20 km A roads



The Municipality is having only one public transport mode which is Mini-buses (Taxis), currently the Municipality is renovating the Taxi Rank. The municipality has the Memorandum of Agreement with the Impendle Taxi Association which allows working relationships with the Municipality and Route Permits. The Municipality is also engaging the Association on the availability of Taxis in areas where there are less

4.4.1. Impendle Municipal Integrated Transport Plan

Public Transport Plan

Measures to Promote Public Transport

Historically, the provision of Public Transport was to provide the basic minimum. Subsidized bus service was designed to transport commuters from the 'townships' to the towns, in the apartheid regime. Most commuters are captive to the bus and taxi modes of transportation. Hence, there was no need to market public transport, to improve services, infrastructure, rolling stock, and facilities. Due to the history of socio-economic struggles for most people in the IMPENDLE, the level of service was not a priority, but the mere availability of service was important. The same group of people are now accustomed to the basic services and are not aware of a better and improved level of service due to the lack of knowledge. In the marketing of public transport in the IMPENDLE there is need for the development and implementation of a Passenger Charter, constant Market Research (Customer Care and Passenger Information), and the development of an aesthetic theme for public transport facilities where people identify with and take ownership of public transportation. A major focus in promoting public transport is primarily for road based public transport.

The Needs of Persons with Disabilities

Based on the information obtained from Impendle the current public transport system does not seem to be user-friendly for disabled persons. The general lack of public transport infrastructure in the area is the main reason for this problem. It may even be stated that there are basically no public transport facilities available for disabled persons in the area.

The Needs of Learners, Students, and Elderly

A subsidized learner transport will highly have appreciated by commuters. The average household income in the IMPENDLE is less than R2500 and largely pensioners of grant dependent. However, if one or two learners per household travel by a taxi, then the household spending on transport is significant.

3.2.4 Modal Integration, Infrastructure, and Facilities

In general, there is a lack of public transport facilities in the area and the existing public transport facilities are in a poor condition due to the lack of monitoring and maintenance. Bus and taxi are the two main modes of public transport in the IMPENDLE. Intuitively, bus and taxi are in direct competition especially in the peak periods. However, it is perceived that there is a specific market for each mode.

The IMPENDLE is geographically fairly covered by taxi routes, but the pavement conditions of the public transport routes are in a poor condition. (The pavement is deteriorating rapidly due to the recent exponential increase in heavy vehicles from the mines.)

3.2.5 Fare System for Public Transport

Taxi fares are becoming too expensive for the majority of commuters which in the past have resulted in strikes. There need to be a reasonable system in future which will both support the taxi industry and commute.

5. TRANSPORT INFRASTRUCTURE STRATEGY

The Impendle Municipality strives for the provision of efficient and effective transport infrastructure and facilities. In this chapter the national and provincial policy frameworks with respect to the provision of transport infrastructure and facilities are described. Based on these policy frameworks, strategies were developed with specific reference to the provision of the road network, addressing community accessibility, the provision of public transport facilities and the provision of air transport facilities.

5.1 VISION, GOALS AND OBJECTIVES

The Provincial White Paper on Transport Policy defined the **mission statement** for transport infrastructure as follows:
To facilitate the establishment, maintenance and efficient utilization of adequate transport infrastructure and facilities that will enhance the accessibility of integrated inter modal services for both passenger and freight transport.

The **goal** of transport infrastructure is described in the Provincial White Paper on Transport Policy as:

To co-ordinate, facilitate and provide efficient and effective transport infrastructure for all private, public and freight transportation.

The Provincial White Paper on Transport Policy listed the following **objectives** for transport infrastructure:

- ☐ Facilitate the provision of infrastructure that will promote a balanced, integrated multi-modal transport system.
- ☐ Facilitate the optimization of the utilization of existing infrastructure.
- ☐ During facilitation give priority to infrastructure that will promote public transport and discourage private transport.
- ☐ As part of facilitation for infrastructure provision the aim should be affordable public transport.
- ☐ Facilitate sufficient infrastructure for essential services in rural areas.
- ☐ In the facilitation of the provision of infrastructure, the needs of special classes of users, such as the disabled and senior citizens, must be considered.
- ☐ Review the future role of rail transport and establish a rail transport system in the Province.

Deduction and Recommendations

District Roads & Local Roads (infrastructure and maintenance)

Roads in the IMPENDLE are adequately connected with District Roads. The primary route network includes P130, P127 and R617. There is concern on the rapidly degrading of many roads due to the increasing economic activities in the District

(increase in heavy vehicles with agricultural materials and equipment), and a lack of maintenance and rehabilitation. In addition to the above roads, the local access roads are gravel and predominantly utilized by buses and taxis. The condition of these roads is below standard. They require upgrading, improved storm water management, lighting, parking, and other road furniture. There are also internal village streets and these are generally in a bad state. Once the major roads have undergone general upgrading, attention can be given to the upgrading the minor roads.

The IMPENDLE provides a budget in the IDP for roads but it is not based on a road prioritization plan and management system. There is no pavement management data, traffic data, etc. to priorities the upgrading of roads The IMPENDLE provides a budget in the IDP for roads but it is not based on a road master plan and management system. The IMPENDLE is currently not prepared to accept the transfer of roads from the District Municipality without funding, equipment, and human resources.

Traffic Engineering and Integrated Land Use and Transportation Planning projects are carried out at random, and there is no explicit emphasis on the application of engineering principles, and the involvement of Professional Engineers in Transportation Planning and Engineering. The following components of the ITP requires further attention:

1) The Road Master Plan must distinguish by the Municipality. There is a need for the total road system in the IMPENDLE to be classified according to administration and functionality.

2) There is need for a Road Management System:

☐ Pavement Management System with at least a Visual Condition database

☐ Bridge Management System with at least a Visual Condition Database

☐ Road Signs and Road Marking Management System

☐ Mapping of routes

3) Currently, the road safety programs are the competency of the Department of Transport. The Local Municipality must be more active with the implementation of Road Safety programs through engineering, education, and enforcement interventions. The road sections assessed in the Pedestrian Management Plan study should be investigated after six months say to determine the effectiveness of the road safety measures implemented.

4) During road construction projects, there is need for adequate information to the public via the media indicating road closures, deviations, expected delays, and alternate routes.

5) The establishment of a Disaster Management Centre to function as a Central Communications Centre, and the application of the Incident Management System are critical components of the Road Safety and Public Safety initiative. The Local Municipality must prepare an incident management protocol; Law Enforcement must align itself with the incident management system of the Province and the National Roads Agency Limited. A Disaster Management Plan is proposed in the IDP 2004/2005 and the project scope should include these needs.

6) There is need for the upgrading of road signs and an urgent need for the posting of emergency numbers along roads.

7) There is need for stringent monitoring of contracts in terms of quality and environmental protection. For example, road markings are not tested during painting according to the project specification in the contract document. Hence, performance-based contracts for road marking are necessary.

8) The majority mode of transport is walking in the IMPENDLE. Thus, it is appropriate to develop a non-motorized transport plan with emphasis on sidewalks, bicycles, and optimization of donkey carts. The Department of Roads and Transport prepared a Pedestrian Strategy and IMPENDLE must engage with the Province and motivate the implementation of the projects.

9) The Local Municipality together with the Department of Transport must motivate the Department of Environmental Affairs and Tourism to fund the strategic plan for tourism in the IMPENDLE or the Limpopo Province as a whole, and to address the branding of routes and the implementation of tourism signs.

10) The environmental Management Framework proposed in the IDP must incorporate

2019/20 DOT Projects

DOT

Declared Road Network				
APPROXIMATE Kms for DC 22				
	Concrete	Gravel	Blacktop	TOTAL
Area	km	km	km	km
KZ 221	1,34	544,91	325,59	871,84
KZ 222		316,11	184,91	501,02
KZ 223		332,61	147,38	479,99
KZ 224		364,30	50,33	414,63
KZ 225	0,15	351,06	157,52	508,72
KZ 226	0,44	385,99	154,66	541,09
KZ 227		323,71	118,04	441,75
TOTALS	1,93	2618,68	1138,43	3759,03

Project No.	Contract no.	Project name	2019-20
C224/9224/S	C224/9224/S	Construction of D363 Esidakeni road (0-6+750)=6.75km	1 750 000
C224/9261/S	C224/9261/S	Maintenance contract- Loteni zone	14 000 000
C224/9284/S	C224/9284/S	Regravelling of L748(0-5.74)+L741(0-2.72)+L749(0-2.89)+D522(0-6.73)=18.08km	2 800 000
C224/9246/S	C224/9246/S	Maintenance contract - Impendle zone	15 000 000

33 550 000.00

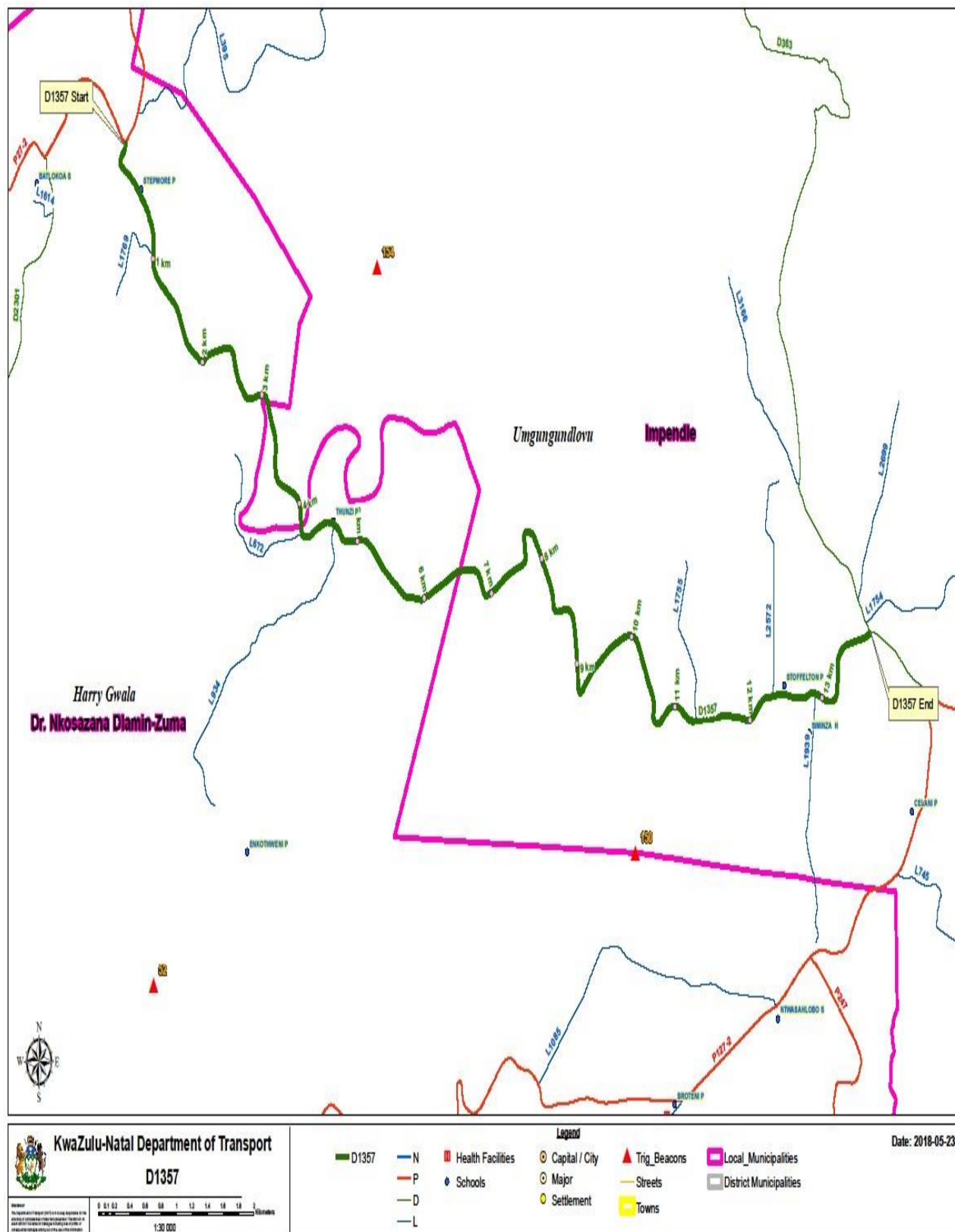
Upgrades

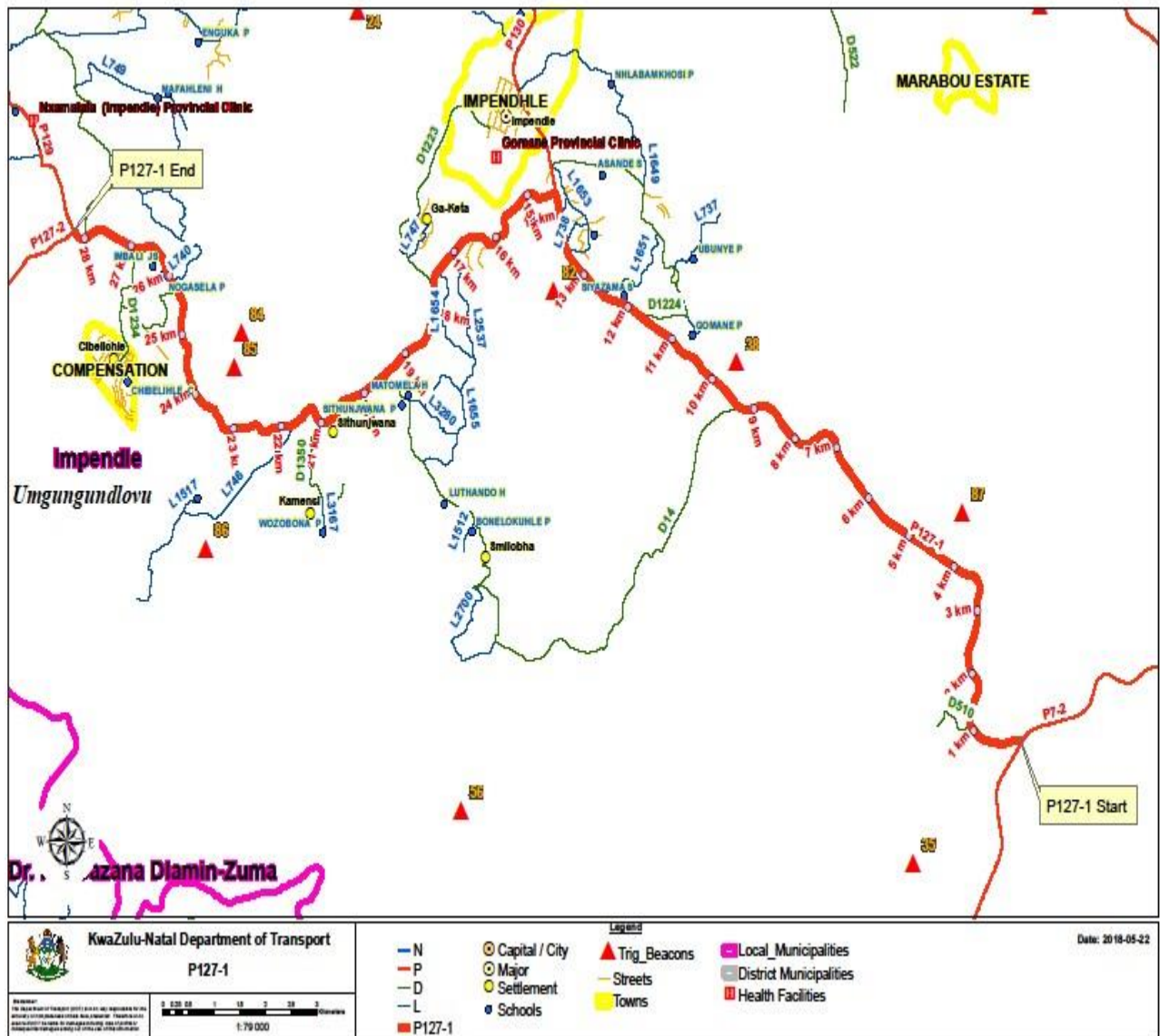
Project Name	Budget	RESP
Upgrade of D457	R 33 412 474.56	HO
Upgrade of D599	R 15 168 734.44	HO
P390	R 27 437 834.82	HO
P130	R 37 499 075.19	HO
P178	R 11 927 560.71	HO
P489	R 19 569 414.10	HO
P402 (7.8 – 14.0km)	R 65 000 000.00	REGION
P402 (0-7.8km)	R 84 000 000.00	REGION
D1126	R 61 000 000.00	REGION
D348	R 35 000 000.00	REGION

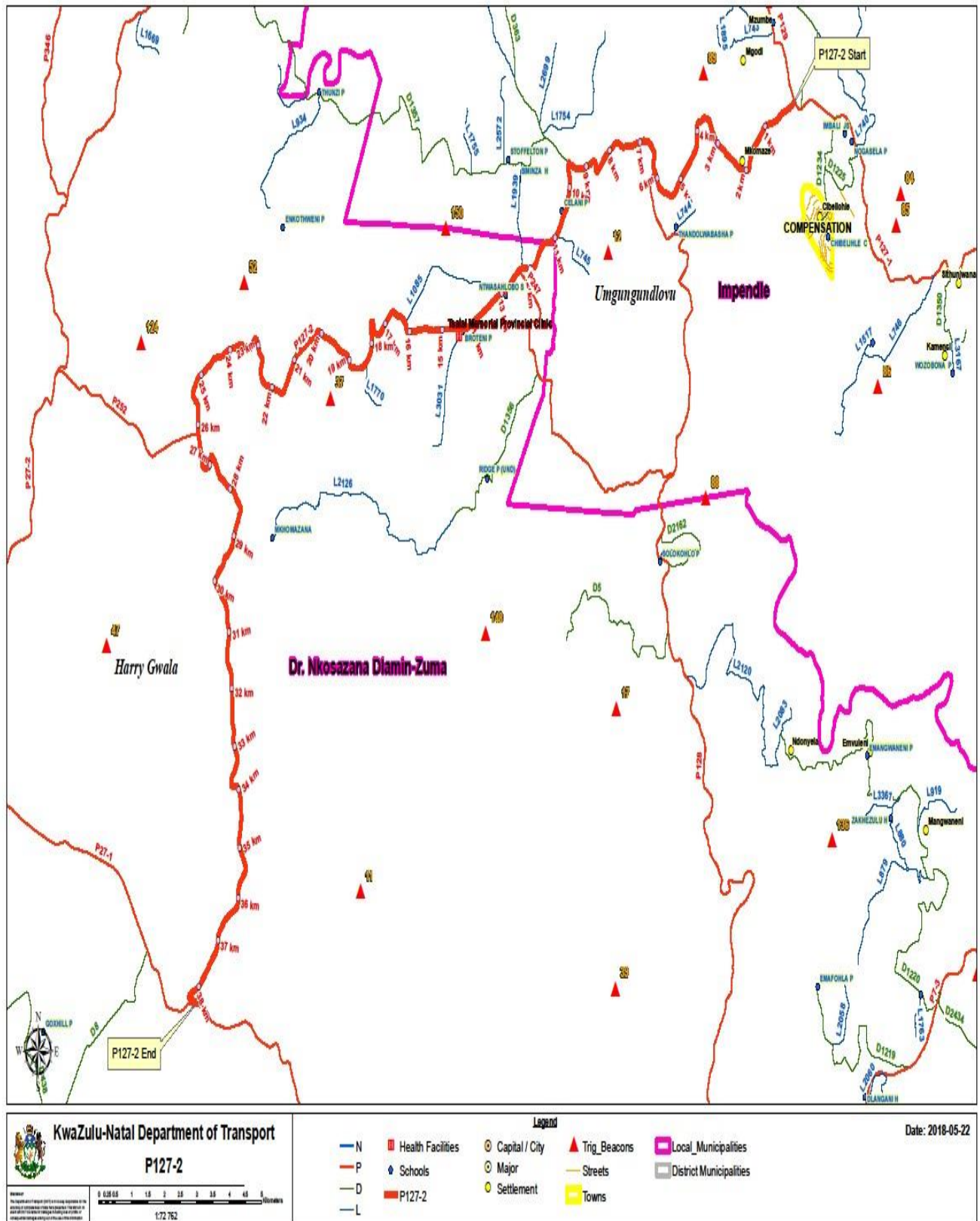
Capital Projects

Road no./ Bridge	Location	Activity	Quantity (km/No)	Project Value	Status on contract
P127	Impendle	Upgrade	56	R 53 516 157.57	29.87km has been surfaced and, Current Section: km 0-5 Construction progress is 65%
P412	Ntembeni	Upgrade	6.62	R 53 575 790.82	6.62km has been surfaced contractor to fix the base 80% Complete
D1357	Impendle	Upgrade	14.88	R 77 492 722.18	7km has been surfaced and, contractor busy with 4km (km 10-14). Construction progress is 60%
P390	Mpande	Upgrade	5.89	R 68 886 106.19	Current Section : km 0-5.8 Construction is at 55%
P129	Impendle	Upgrade	15.7	R 53 708 525.50	Current Section: km 0-3

					Construction is at 49%
Road no./ Bridge	Location	Activity	Quantity (km/No)	Project Value	Status on contract
P127	Impendle	Upgrade	56	R 53 516 157.57	29.87km has been surfaced and, Current Section: km 0-5 Construction progress is 65%
P412	Ntembeni	Upgrade	6.62	R 53 575 790.82	6.62km has been surfaced contractor to fix the base 80% Complete
D1357	Impendle	Upgrade	14.88	R 77 492 722.18	7km has been surfaced and, contractor busy with 4km (km 10-14). Construction progress is 60%
P390	Mpande	Upgrade	5.89	R 68 886 106.19	Current Section : km 0-5.8 Construction is at 55%
P129	Impendle	Upgrade	15.7	R 53 708 525.50	Current Section: km 0-3 Construction is at 49%



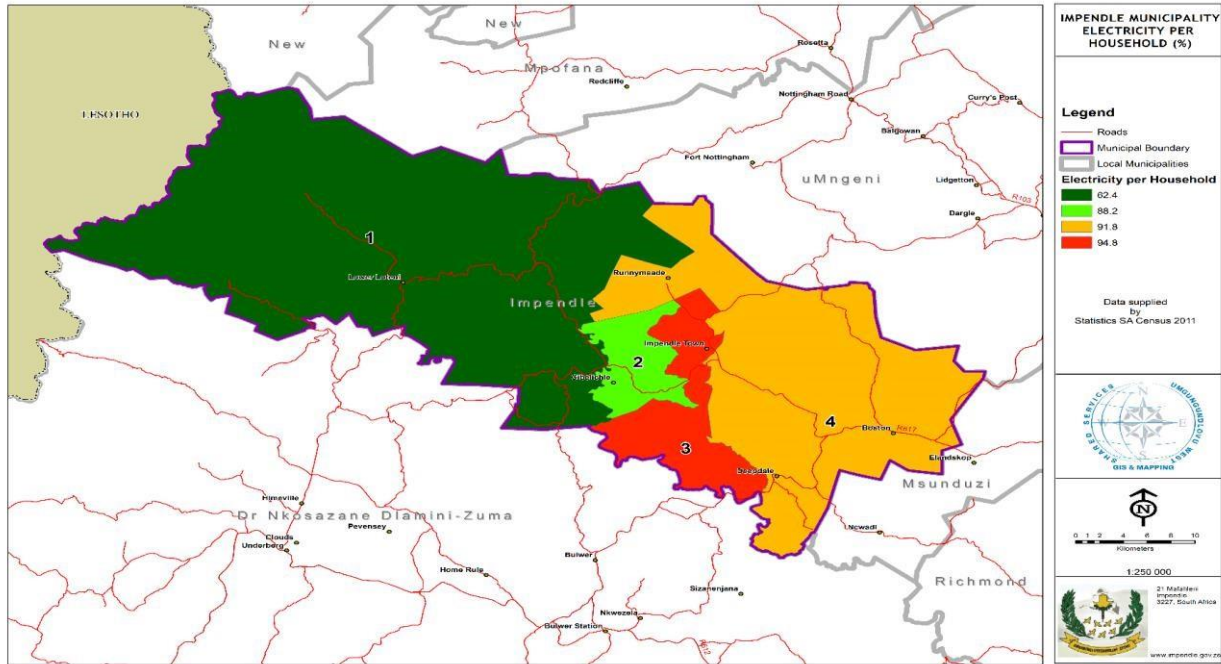




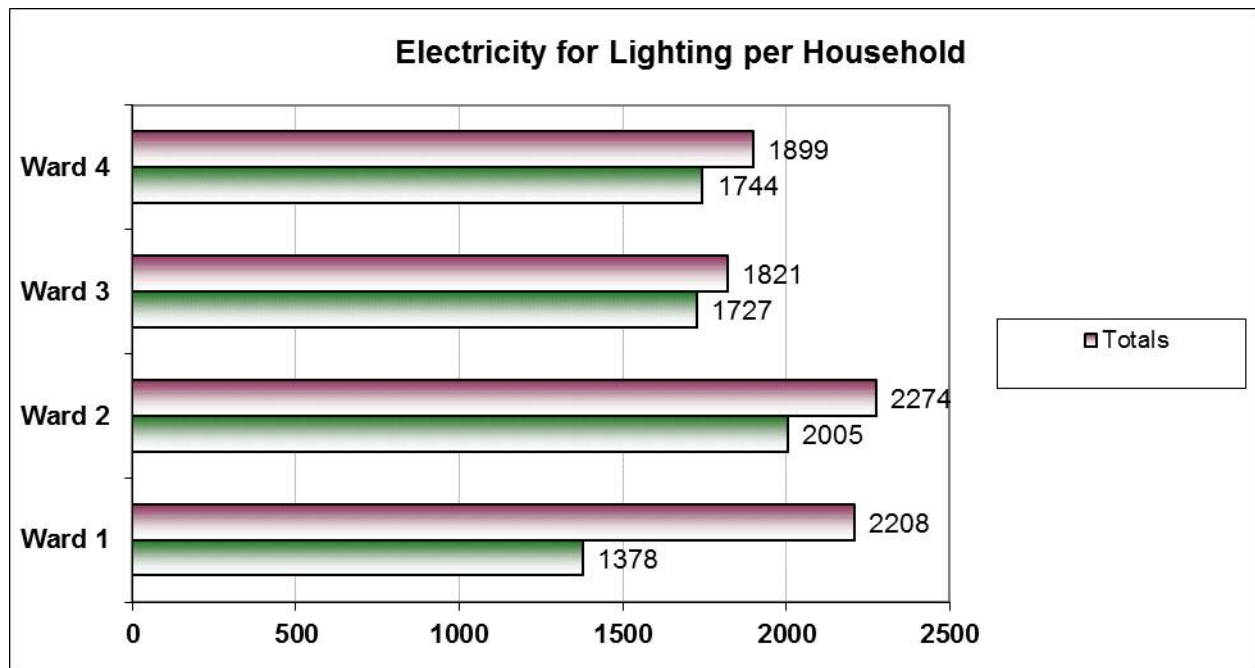


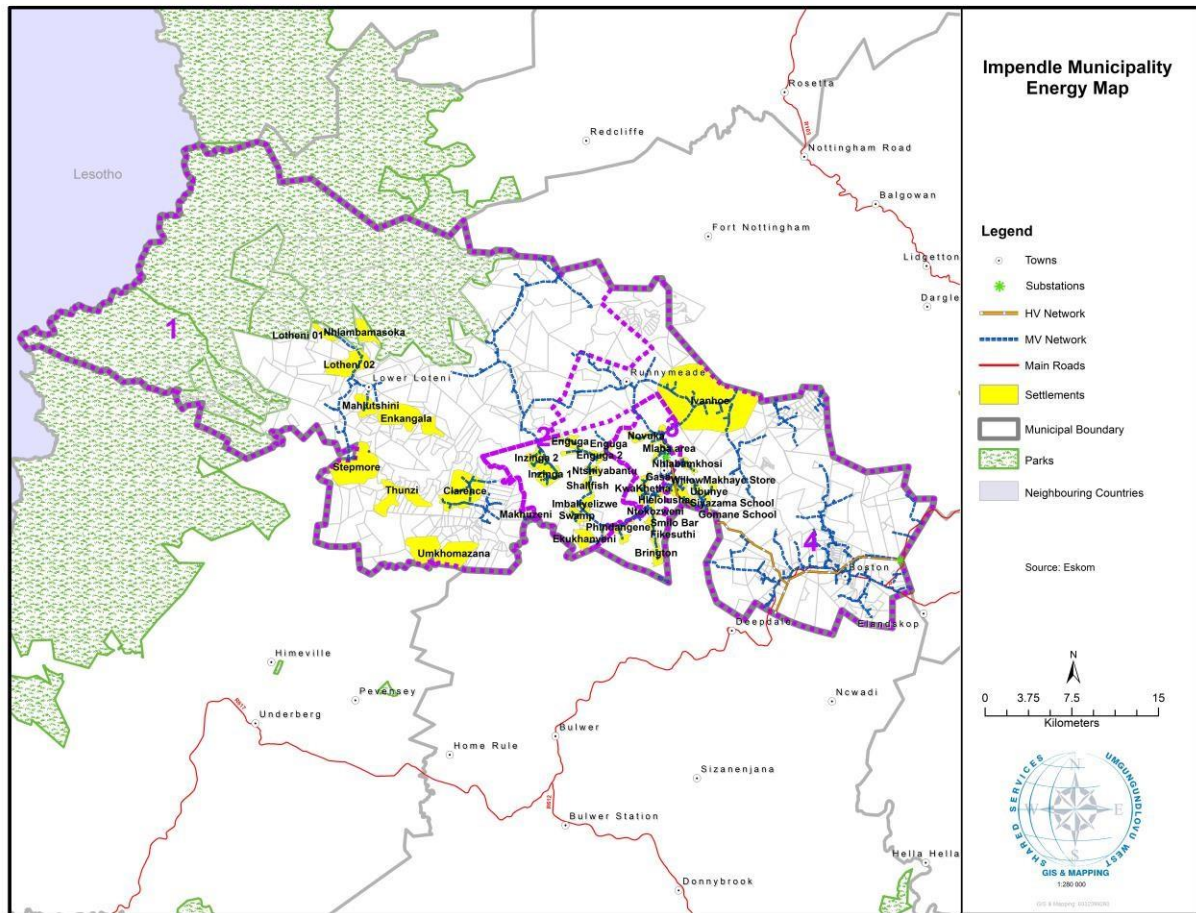
4.5. Energy

Impendle Municipality is 98% electrified with the backlog of 161 households as determined by the backlog survey done by the Ward Committees. The business plan has been submitted to the Department of Energy for funding.



Electricity for Lighting per Household					Electricity for Lighting per Household (%)				
	Ward 1	Ward 2	Ward 3	Ward 4		Ward 1	Ward 2	Ward 3	Ward 4
Electricity for Lighting	1378	2005	1727	1744	Electricity for Lighting %	62.4	88.2	94.8	91.8
Totals	2208	2274	1821	1899	Totals	2208	2274	1821	1899





4.5. Access to Community Facilities

4.5.1. Cemeteries / Burial Arrangements

Impendle municipality is responsible for cemeteries, funeral parlours and crematoria. This is a shared service with UMDM and is implemented through the Office of the Municipal Manager.

4.5.2. Early Childhood Development (ECD)

The Municipality had built a number of crèches in all Wards and also provided required tools and equipment to run these crèches. The Municipality is considering handing-over the Crèches to the Department of Social Development and Education.

4.5.2.1. Pounds

The Municipality is currently in the process of developing a pound bylaw which has been advertised for public comments. Due to limited resources the Municipality is planning to enter into a Service Level Agreement with uMngeni Municipality's pound because it is the closest operating pound.

4.5.3. Clinics (mobile and fixed) Hospitals and schools

Umgungundlovu District Health is responsible for Health Services within Impendle Municipality. There are two fixed clinics and one mobile clinic in the Impendle area however the community field workers have identified the need for resources for home based care and further entry level health facilities. The following illustrates the status of health infrastructure and facilities within the district

- Mobile PHC Clinics = 17
- Fixed PHC Clinics = 48 (24 LG clinics)
- Community Health Centres = 4
- District Hospitals = 1 Regional Hospital = 1
- Tertiary Hospital = 1
- Specialised Hospitals = 3 TB Hospitals = 2
- Impendle has no responsibility for clinics – the Provincial Health Department provides both the fixed and mobile clinics. The table below provides a picture of both the number of clinics and their distribution in Impendle.

Existing Health Infrastructure in Impendle

Type of Services	No	Head count under 5	Head count over 5
Fixed Clinics 24hrs	1	1 102	5 468
Fixed Clinics 24hrs on call	1	360	790
Mobile Clinics	1	155	620

Clinics - Fixed and Mobile

SP	PROVINCIAL			LOCAL GOVERNMENT		
	TOTAL	Fixed	Mobile	TOTAL	Fixed	Mobile
Impendle	3	2	1	0	0	0
Umgungundlovu	65	24	13	25	1	2

The three fixed clinics are at Impendle Village, Mahlutshini and Nxamalala. Average of 1 500 people per nurse. There are 14 mobile clinic points in the municipal area

DISTRIBUTION OF CLINICS PER WARD

	WARD 1	WARD 2	WARD 3	WARD 4
Fixed clinics	1	1	1	0
Mobile clinics	4	6	2	4

The municipality is currently served by only three fixed clinics, located at Impendle Village, Mahlutshini and Nxamalala. Based on the revised KwasSani-Impendle boundary (2008) the Tsatsi Clinic at Ntwasahlobo needs to be included in this section of the IDP. According to the Department of Health the two clinics are

staffed by 15 permanent nurses, 7 enrolled nurses, and doctors attend on a weekly basis. Roughly translated, it equates to an average of 1500 people per nurse, compared to far lower averages in more urbanized / densely populated areas. The area is further serviced by 14 mobile clinic points stationed throughout the municipal area as indicated in the table below. There are no hospitals in the immediate area, and the closest facilities are located in the Msunduzi Local Municipality.

Clinic Distribution in Impendle

MOBILE CLINICS	WARD	FIXED CLINIC	WARD
Ukukhanya School	Ward 2	Nxamalala Clinic	Ward 1
Bonelokuhle School	Ward 3	Gomane Clinic	Ward 3
Fili	Ward 1		
Compensation Community hall	Ward 2		
Mountain Park farm	Ward 4		
Thuthuka Store	Ward 2		
Ivanhoe farm	Ward 4		
Enguga School	Ward 2		
Tandolwabashe School	Ward 1		
Methodist Church (Shellfish)	Ward 2		
Elandshoek Farm	Ward 4		
Khazimula School	Ward 2		
Novuka School	Ward 3		
Kwathunzi School	Ward 1		
Everglades Hotel	Ward 4		
Stoffelton Traditional Court	Ward 1		

The distribution of mobile clinics in Impendle is included in the table above. Once again it should be noted that the clinic facilities provided at Stepmore, Thunzi, Stoffelton and Ntwasahlobo are not included here due to this area having historically formed part of KwaSani.

There are no hospitals in Impendle. Residents of the municipality make use of district hospitals. These are indicated below.

Table B12: Hospitals in Umgungundlovu District

TYPE	NO.	TYPE	NO.
Community Health Centres	4	District Hospitals	1
Regional Hospital	1	Tertiary Hospital	1
Specialised Hospitals	3	TB Hospitals	2

The Municipality proposes that the Gomane Clinic be converted to Community Health Centre due to its size and the need due to the risk of the distance between the nearest Hospitals.



NXAMALALA CLINIC

4.5.3.1. Schools (junior and senior)

Schools in Impendle

TYPE	SCHOOLS	PUPILS	EDUCATORS	AVE pupils / educator	No of classrooms	AVE pupils / classroom
Primary	27	5 601	175	32	213	26
Secondary	11	3 747	115	33	103	36
Combined	1	706	22	32	18	39
TOTAL	39	10 054	312	32	334	32

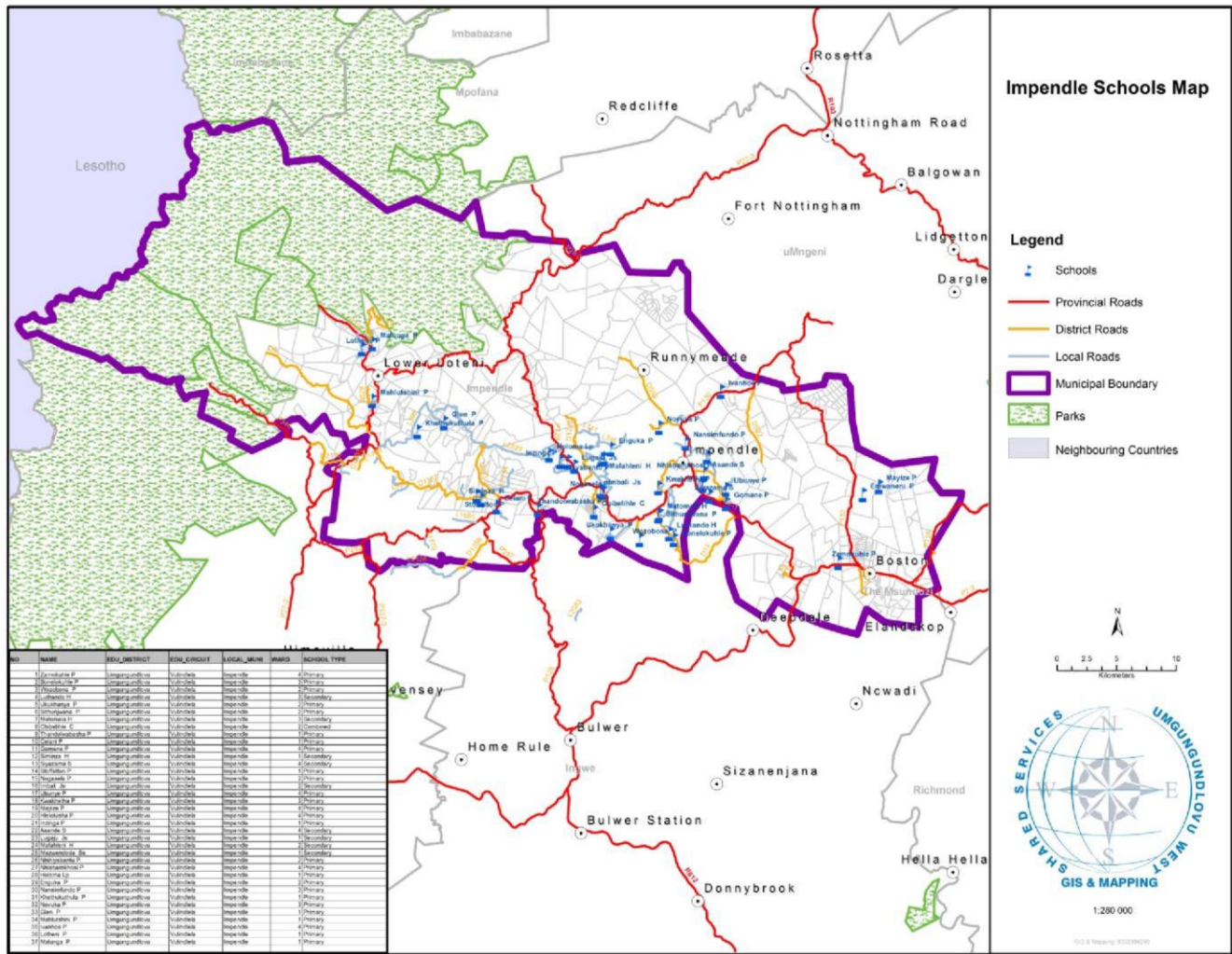
The Department of Education has the responsibility for provision of schools and education facilities in the municipality. The table above provides an overview of the physical and human education resources.

4.5.3.2. Tertiary Education Facilities (FET, etc)

There are none in Impendle.

4.5.3.3. Level of Education 5.2

Comparative levels of education are reflected in the table below for the population located in the different Municipalities of Umgungundlovu.



Mazwendoda High School



4.6. Human Settlements (Housing)

HOUSING CHAPTER

INTRODUCTION

The current Housing Sector Plan will be reviewed and updated as its life span elapsed. The municipality has been requesting for financial assistance from the Department of Human Settlements from 2014 to utilize the funds of the department held at the municipality to review the sector plan. There is been a positive response in 2015 however later changed. The municipality is struggling to source funds to review this sector plan due to the tight budget the municipality operates with. The Housing Chapter is a summarized version of the Housing Sector Plan and focuses on certain key areas for the IDP. For more detailed information reference should be made to the Housing Sector Plan.

The Human Settlements Section is staffed by a Manager (Infrastructure & Planning Services), 1 Human Settlements Officer, Local Economic Development Officer and a Town Planner. The Human Settlement Officer reports to the Manager I&PS. The HSO is responsible for all housing projects and has to regularly liaise with Implementing Agents and relevant government departments, and monitor progress and compile reports for Council. He works closely with the Provincial Department of Human Settlements and other stakeholders, eliciting their assistance and attendance at meetings to address challenges and thereby ensuring that housing delivery is at its premium and not short changed in any way.

HOUSING DEMAND LIST

Current housing demand is categorized as follows:

Housing demand in Urban Area: 600 (Impendle Village Project 500 and Rental stock 100)

Housing demand in Rural Areas: 4 000

Total demand: 4 600

These figures are taken from our database as per the statistics and will be verified when the sales administration process is undertaken at commencement of a project.

URBANISATION, POPULATION GROWTH, CHALLENGES

Over the years there had been an influx of people from the rural to the urban areas of especially Impendle Village and rural areas close to the village like Gomane, Nhlabamkhosi and this makes the population of Village and these surrounding areas to be highly increased. Reasons for the influx could be attributed to improved work opportunities, saving on transport costs and proposed improved schooling. Unfortunately with the population growth there have been social problems such as increase in crime levels and health problems. Previous planning of the existing towns did not take this urbanization into consideration resulting in bulk services being inadequate; the Village Project form part of Local Township and might contribute to the closest working environment since the village is growing. The UMgungundlovu District Municipality is set to intervene by providing with bulk services and refuse removal will be catered by Local Municipality (ILM) and Street lighting by the Eskom/DoHS. This project is a Greenfield project and has no

informal dwelling currently. The UMDM has committed to provide the bulk services for Village Housing Project with will entirely benefit the whole village and surroundings as they will provide Waste Water Treatment Plant (WWTP) for the use of 5000 households.

Proper education programmes for the occupants shall be needed to avoid illegal connections, misuse of facilities and social education with respect to township coexistence during the occupation of the Village project and this is also executed under the Housing Consumer Education programme to all other areas within Impendle to ensure people are being workshopped of a good behaviour living. Proper maintenance of property shall be encouraged. Road reserves maintenance and refuse collection shall be done by the Impendle Local Municipality. The land for village housing project is available and belongs to the Municipality as erf: 10000.

INFORMAL SETTLEMENTS

The Municipality has no informal slums currently and as most of the land is governed by Ingonyama Trust under the supervision of Inkosi S. Zuma, Inkosi Molefe, Inkosi Dlamini and Inkosi Duma. Therefore, the total number of slums at Impendle is considered to be nil. However, a high percentage of the homes in the rural areas of Impendle are of constructed of soil and Thatch materials and cannot withstand adverse weather conditions and heavy snowfall in the area annually. Therefore, the insitu projects have been proposed for the rural areas to enable poor people to have access to adequate shelter and since the inception of these insitu houses construction people's lives have been changing for better.

IDENTIFICATION OF LAND FOR HOUSING

The Municipality has set aside land for Village housing. Land acquired from Department of Rural Development Land Reform for Upper Makhuzeni and Clearance areas at Clearance / Makhuzeni Project is in the process of being transferred to Impendle Local Municipality, the Development Rights Agreement has been given but needed to be rectified then, for Lower Makhuzeni area the Department of Human Settlement has given a Development Rights Agreement (DRA). The reviewed housing sector plan will identify other specific potential land parcels for future planned projects, particularly for Ward 1 Phase 2 Housing Projects (densification).

MUNICIPAL SERVICES

a) ROLE OF IMPENDLE LOCAL MUNICIPALITY

The level of services provided will comply with the Housing Code 2009 and as or amended and in terms of the conditions stipulated in the planning approval. Refuse removal and road maintenance are services that are rendered by the local Municipality.

b) ROLE OF UMGUNGUNDLOVU DISTRICT MUNICIPALITY

Umgungundlovu District Municipality is responsible for bulk services such as water reticulation and sanitation. The District Municipality as an important stakeholder is invited to stakeholder meetings and is involved in housing projects since inception.

ELECTRICITY

Eskom is the service provider and they are implementing electrification in terms of their programme and budget. Eskom has been fully informed of completed, current and future housing projects. The use of solar energy for heating water and providing lighting can be considered for cost saving.

MIGRATION PLAN

Migration only takes place from Ward to Ward. Since Impendle is a rural area where stable condition exists in terms of settlements, there is no high incommuting migration takes place. **SOCIAL VIABILITY**

In planning the urban project, cognizance has been taken of the existing transport route, access road and to ensure sustainability of the settlement community provision has been made for schools, open spaces, sports field, crèche, small industry and commercial centre.

The aspect of social viability and sustainability of the project will be adequately addressed in the application for project approval to Council via the SPLUMA [Spatial Planning and Land Use Management Act] route which has replaced the PDA [Provincial Development Act].

The Impendle Village project 500 units will be integrated into the Village and all social facilities required by this project are already in place. The infills/Rural projects are already established on social systems. The Municipality through its MIG programme are providing Hall and crèches which eventually will cover most of these communities/amenities. Roads maintenance and upgrades are also being done systematically as funding becomes available through own funding and our MIG programme.

The Department of education has embarked on a programme that is either the rehabilitation existing schools or constructing new schools to replace derelict schools.

DOT are upgrading the main access rough to Tar and have put a number of rehabilitation project into the area to upgrade existing trough routes.

The Department of sports and Recreation has invested funds in upgrading sporting facilities and the Municipality is re-grading sports fields in most areas as a when required.

OLD IMPLEMENTED PROJECTS COMPLETE/INCOMPLETE

Project Number / Budget	Name	Type	Number of units	Status
K 04080003 R32 747 700.00	Inguga Housing Project Ward 2	Rural	500	The project has completed 491 units, due to dual applications per umuzi which constituted Greenfields instead of insitu upgrade and is against the policy.

K 04080005 R32 456 900.00	Smilo Bar housing Project Ward 3	Rural	500	The project has completed 494 units, due to dual applications per umuzi which constituted Greenfields instead of insitu upgrade and is against the policy.
K 04080008 R32 237 128.00	Gomane / Nhlabamkhosi Housing Project Ward 4	Rural	552	The project has completed 535 units, due to dual applications per umuzi which constituted Greenfields instead of insitu upgrade and is against the policy. Some were approved late as contractor vacated the site. Added 52 units were for disaster houses rehabilitation programme.
K04080009 R 1 000 000.00	Impendle Village	Urban	500	This project is delayed due to bulk services provision as the UMDM could is busy with funds sourcing to provide waterborne sanitation Bulks services.
K 06090002 R21000 000.00	Inzinga Housing Project (closed)	Rural	300	Construction commenced in January 2012 and completion happened in September 2014
K 19970087 Balance of funds R1 092 350.93	Compensation	Rural	449	This housing project failed to be completed 10 years ago,43 houses not built as the contractor abandoned the project & there has been legal matters between the department and the contractor, however DoHS is working on plans to complete the outstanding units.

CURRENT AND PLANNED PROJECTS FOR THE NEXT 7 YEARS

Name	Type	Number of units	Status and Comment	Project year
------	------	-----------------	--------------------	--------------

Impendle Ward 4 Phase 2 Housing Project K 04050024 R 60 795 470.00	Rural	500	Construction on this project has commenced on 1 st of April 2017 and will finish on 20 months duration. It will add electrification and aprons on the houses under this project. This project cover areas like Gomane, Maromeni, Hlelolusha, Willow, Gasa and Asande. These houses include ceiling boards, plastered and painted, bagwashed, rainwater harvesting. Addendum of contract will extend the contract to allow electrification and aprons to be executed. This project was included on the IDP and Housing Chapter submitted to DoHS in 2012 and is fully funded by Department of Human Settlements	2013/2019
Impendle Ward 3 Phase 2 Housing	Rural	500	Construction on this project has commenced on 1 st of April 2017 and will finish on 26	2013/2019

Project K 04050020 R 61 102 275.00			months duration. It will add electrification and aprons on the houses under this project. This project cover areas like Novuka, Mlaba, Khetha, Macksam, Madiphini and Brington. These houses include ceiling boards, plastered and painted, bagwashed, rainwater harvesting. Addendum of contract will extend the contract to allow electrification and aprons to be executed. This project was included on the IDP and Housing Chapter submitted to DoHS in 2012 and is fully funded by Department of Human Settlements.	
Impendle Ward 2 Phase 2 Housing Project K 04050023 R 61 565 325.00	Rural	500	Construction on this project has commenced on 1 st of April 2017 and will finish on 20 months duration as it will add electrification and aprons on the houses under this project. This project cover areas like Ntshiyabantu, Shellfish, Imbaliyezwe, Inzinga, Qutshini and Inguga. These houses include ceiling boards, plastered and painted, bagwashed, rainwater harvesting. Addendum of contract will extend the contract to allow electrification and aprons to be executed. This project was included on the IDP and Housing Chapter submitted to DoHS in 2012 and is fully funded by Department of Human Settlements.	2011/2014

Impendle Ward 1 Phase 2 Housing Project R 0.00	Rural	500	This project was also initiated to be executed and the Implementing Agent was hired. During the land audit phase, it was discovered that the land in these areas to be covered is privately owned. This project was included on the IDP and Housing Chapter submitted to DoHS in 2012. Department of Human Settlement has been informed. Currently we are still busy dealing with majors of getting land to implement this project as people in these areas need adequate shelter. Department of Human Settlements has been informed of the land barriers in this project.	2013 -
Compensation K 19970087 R1 092 350.93	Rural	43	This project was subsidized 21 years ago but 43 houses not built, need to be completed and DoHS is working on financial means to top up the budget to complete this project with the new scheme.	1997/2020
Clearance Makhuzeni Project K 04080006 R766,776.00	Rural	250	This project is almost done with the planning stage and has been delayed by the land issues as state land matters arouse and then the two departments owning these pockets of land are almost done with the processes of releasing the land. The project was initially counted for 200 units however later the demand increased to 243 so it was best to cap it at 250 and planning has been made for 250 as well. SPLUMA is the only stage to be executed in this project then funding application to TEAC.	2004/2020

OVERVIEW

Ward 1.

- The Clerence and Makhuzeni project in Ward 1 was also reported that the Department of Land Reform has finally made the Developmental Rights Agreement and IA submitted it to the Acting Municipal Manager for signatures. It has been signed then.
- This land will be handed/ transfer to the ILM for ownership and development since title deeds will be issued.
- Level of service agreement has been signed and sent to the UMDM Manager for endorsement.

- An Agri-Village system has been recommended by the IA to the community.

Ward 2

- Inguga project is complete, waiting for the close out report from the IA.
- There are no more new houses to be constructed at the moment.
- The project closed out at 491 inspected, passed and handed over.
- 09 units could not be built because of dual applications per umuzi.
- Inzinga project completed 300 units from uMkomazi to Madwaleni in 2014.

Ward 3.

- Phase 1 project capped at 494 units inspected, passed and handed over. 06 units could not be built due to dual applications per umuzi. The project is to be closed out soon.
- Phase 2 project is smoothly running and shows huge change of human lifestyle.
- It has been proposed that we might utilize the 20% of the project value to benefit Come and See communities, should this allowance be not feasible they will be the first on next project.
- There is a need for Phase 3 to cover Come and See area and infills.

Ward 4.

- This project has capped at 535 units inspected, passed and handed over.
- 12 units could not be built because of dual applications per umuzi.
- Seven units still pending for construction since they were approved late when the contractor left the site.
- This project was for 500 units and later incorporated 52 units for disaster housing rehabilitation programme happened in December 2010 at Inzinga, Inguga and Ntshiyabantu.

Phase 3 Housing Projects:

- It appears that there is a huge demand/need for Phase 3 projects which seems will accommodate all infills and other areas not accommodated in other projects.
- This Phase will cover Ward 1 to Ward 4 with 500 units subsequently.

Sukuma Sakhe:

- The DoHS is also working on mechanisms to implement Sukuma Sakhe housing Rehabilitation Programme.

Village Housing.

- There were challenges with this project as initially in 2004 and the VIP toilets were approved as sanitation system. However subsequently the beneficiaries, Community, Councillors and Officials have changed the system to water borne sanitation due to its proximity to the Town of

Impendle, health, maintenance costs and esthetics challenges. Cost for the beneficiaries is the same for both systems.

- UMDM has been approached and later committed to assist with this WWTP in the village.
- Draft design and a business plane was done and presented to UMDM for funning. Waiting a response from UMDM regarding its support for this project.
- We also need to amend the service agreement to accommodate this new proposal of waterborne system.

COMMUNITY RENTAL UNITS

The Impendle municipality does not have any rental stock available for needy occupants like public servants. It appears that there is a need for the municipality to include rental stock in place for future projects to alleviate the dire need for rental stock units which will benefit employees coming outside of Impendle. Municipality can identify the land for Community Rental Housing.

COMMUNITY CONCERNS

Community expectations with respect to housing delivery are extremely high. Delays in implementing housing projects places elected representatives such as Councillors in an invidious position. Delays due to technical/legal issues cannot be understood by lay people who were promised housing.

CONCLUSION

We are optimistic that with the assistance and commitment of all stakeholders, time delays will be avoided and projects will be commenced and completed within time frames into the future. The support and dedication from Department of Human Settlements is always appreciable to the Impendle community as the most underprivileged community and the good work of adequate shelter is seen in the area and looking forward covering the outstanding areas with phase 3 projects.

4.7. Telecommunications and IT Broadband Connection and Facilities

The policy to rollout the broadband in the country has been developed and approved, South Africa Connect Policy. The Minister of Telecommunications and Postal Service Hon. Siyabonga Cwele conducted a site visit in the Municipality visited the following sites: Siyazama High School, Police Station, Magistrate Court, Post Office, Gomane Clinic and Thusong Centre.

According the census 2011 the table below indication the level of broadband activity in Impendle.

The Impendle council signed an MoU with USSASSA for roll out of Broadband in the area for period of two years below are the Sites in specific wards that were connected.

13.9 TELECOMMUNICATIONS AND IT BROADBAND CONNECTION AND FACILITIES

Table 19 Distribution of households with a radio, television, refrigerator, computer, Cell-phone, landline/telephone and access to internet by municipality- 2001 and 2011

Municipality	Radio		Television		Computer		Refrigerator		Landline/telephone		Cell-phone		Internet
	2001	2011	2001	2011	2001	2011	2001	2011	2001	2011	2001	2011	2011
DC22: Umgungundlovu	161 868	188 192	113 100	196 768	18 785	52 227	110 532	183 152	89 172	48 413	60 769	236 749	96 237
KZN224: Impendle	5 614	5 252	2 140	4 933	99	332	2 133	4 953	423	292	836	6 721	1 642

1	Boston Service Station	Boston	KZN 224	Impendle	Ward 4
2	Come and see community hall	Come and see	KZN 224	Impendle	Ward2
3	Concession homestead		KZN 224	Impendle	Ward 2
4	Crossing Community hall		KZN 224	Impendle	Ward 3

5	Enguga/EngukaCommunity hall	Enguga	KZN 224	Impendle	Ward 2
6	Gomane Community Hall	Gomane	KZN 224	Impendle	Ward 4
7	Khanyisa Centre		KZN 224	Impendle	Ward 1
8	kwaKhetha Community Hall		KZN 224	Impendle	Ward 3
9	KwaNovuka Community Hall	KwaNovuka	KZN 224	Impendle	Ward 3
10	Madiphini community hall	Madiphini	KZN 224	Impendle	Ward 3
11	Mafahleni Village Taxi Rank	Taxi Rank	KZN 224	Impendle	Ward 3
12	Mbaliyezwe Hall		KZN 224	Impendle	Ward 2
13	Nxamalala Training Centre		KZN 224	Impendle	Ward 2
14	Stepmore Dwelling		KZN 224	Impendle	Ward1
15	Stofelton Community Centre		KZN 224	Impendle	Ward 1
16	Thusong Community Centre		KZN 224	Impendle	Ward 3
17	Upper Makhuzeni Community Hall		KZN 224	Impendle	Ward 1
18	Vezokuhle Community Hall		KZN 224	Impendle	Ward 4
19	Zamokuhle (Boston)		KZN 224	Impendle	Ward 4
20	Nxamalala Tribal Hall	Great Place	KZN 224	Impendle	Ward 4

The Broadband project also included an element of job creation where the services provider requested local skills to be empowered through this project.

Requirements

1. High Sites Build / Establishment Phase

Activities

Digging, mixing of concrete, and installation base plate.

Skills required

Home / house builders and / or Handymen

2. Installation of Towers (High Sites)

Activities

Joining of segments, assembly of the towers, lifting up, drilling

Skills Required

Handymen

Riggers

Welding

3. Installation of sites (schools, clinics, municipal buildings and public facilities) Phase Activities

Installation of radio equipment

Routing of cabling

Drilling

Installation of brackets

Installation of power supplies

Establishment of line of site

Skills Required

Drilling

Handymen

IT networking skills

TCP/IP skills

4. Network Support Phase**Activities**

Network maintenance and support

Network troubleshooting and fault finding

Network monitoring

Skills Required

Radio Frequency (RF) skills

TCP/IP skills

Wireless networking skills

Troubleshooting skills

Note: The above are the skills required to complete the project, but without values such as commitment and trustworthiness the project might not see its finish. Also due to the value of the equipment to be deployed, it is also requested that the contractors have clearance.

4.9 SERVICE DELIVERY SWOT ANALYSIS

<u>STRENGTHS</u> <ul style="list-style-type: none">• Planning Unit• Project Management Unit• GIS• Housing• LED	<u>WEAKNESSES</u> <ul style="list-style-type: none">• Shortage of human resource to undertake field work• Outdated policies and bylaws• Conforming to current standards and trends• Staff retention
<u>OPPORTUNITY</u> <ul style="list-style-type: none">• Cogta's support programme for SDF.• Proposed dam• Council prioritized infrastructure and LED in terms of the Strat Plan	<u>THREAT</u> <ul style="list-style-type: none">• Vandalism of public facilities• Illegal dumping of refuse• Inaccessibility of the current dumping site in uMzimkhulu during rainy days

5. Local Economic & Social Development Analysis

5.1. Local Economic Development Analysis

5.1.1. LED Strategy

BACKGROUND

The Municipality's LED Strategy was adopted in 2007. It was developed through the District Wide LED Strategy which looked at all seven local municipalities within uMgungundlovu District. The initiative came at the back of economic studies conducted within the district to establish growth path of the district. During the study it was found that amongst other matters impeding growth within the district were absence of economic development strategies within locals.

The district took an initiative to source funds to assist municipalities. All seven municipalities were then roped and each of the seven local municipalities contributed in the development of respective strategy.

WHERE ARE WE NOW

Since as a norm LED Strategy should at least cover eight year period; the municipality has embarked on a process of developing strategy aligned to current policy environment and development trends. In the development process; the municipality is mindful to consider 2017\2018 MEC comments into cogniscence that is;

- Development of an LED Strategy in-house
- Assessment of economic drivers
- Inclusion of Investment Retention Policy and Informal

The process of developing strategy is at stakeholder engagement phase wherein methodology is on two primary structures that are in place to drive the process; Project Steering Committee (small select group) and stakeholder committee (broader group).

REGULATORY ENVIRONMENT

The municipality has a draft Informal Policy; the reason being that the consultation process is not conclusive as the warm body (informal chamber) has not had opportunity to engage its members on the draft. However; the same policy has been tabled to council and copy placed on strategic community centers for comments.

The Informal Chamber has been very visible in terms of assisting the municipality with issues of permit and trader space allocation. There is however a decline in the participation of the chamber due to relocation or other pertinent reasons for participation decline. Efforts are underway to revive the chamber through provincial and district mechanisms.

While the municipality continues to strive for growth, the absence of Investment\Retention Policy and subsequent strategy is notable one of the hinderance to achieve growth. The LED Unit within its constraints is working towards development of the said strategic documents. The exercise must be thorough in the sense that investment strategy must have considered comparative and competitive advantage within region. Environmental scanning exercise will ultimately allow better understanding of what this area can offer investors.

Investment injection is a critical element in the development agenda, however investment must consider viability of the area in terms of rand for rand spend, disposable income availability, the government EPW Programme has indeed made a difference in the lives of especially youth in the area. Although, it regrettable noted that there is no EPWP 3 Aligned Policy, there is equally an appreciation of due processes or practices in terms of beneficiary identification. The Suku Sakhe structures have provided a worthy resources in so far household profiling is concern which has made task of sourcing beneficiaries much transparent and sufficiently accepted in the community.

The municipality will also do well within its existing resources assist distressed businesses through sort of incentives either through rates rebates or rate holidays to alleviate distress while social ills in terms of

crime are continually addressed through community safety forum. As earlier indicated, tourism and agriculture are main economic drivers and contribute substantially to growth.

The implementation of some element of Tourism Charter in so far as having a Tourism Forum and establishment of functioning Community Tourism Office (CTO) has tremendously assisted growth in this sector where there has been a slight improvement and development of tourism related programme i.e. homestays, tourism brochure etc. whereas, the Agri-Park concept provided space to deal with structured agri-development initiative; to date a committee looking specifically at agri – matters exists solely for this purpose.

In 2013, the municipality was fortunate enough to get adopted in the Ministerial Flagship Project which has seen a number of accredited training programmes being rolled out within the municipality. The Flagship complements Workplace Skills Plan in terms of percentage that is allocated for community development. Youth have won substantially in these programmes through trainings and workplace placement for experiential training.

The economic development unit is quite constrained in so far as capacity is concerned; employment of tourism officer and allocation of provincial graduate interns have made it possible for the office to maintain resource information relating to active participants in the informal sector, emerging contractors, Broad SMMEs.

The situation in the LED Unit must not be left in the current form; national and provincial emphasis on job creation as national security concern means that the unit needs attention in order to deal with demands of the economy. It is with great anticipation that recent inception of Impendle Business Forum working together with Informal chamber and Community Tourism Office yield positive results for the economy of this area. Budget in place is spread amongst critical elements of the economic sector i.e. cooperatives, informal trader support and SMMEs. The municipality hopes that private sector especially forestry industry will continue to support locals within Community Social Responsibility Programmes as they have been doing to date.

Database of registered and SMME's and Cooperatives – the municipality does not have a link with CIPC but updated information received on quarterly basis from provincial department-cooperatives unit and from KZN SEDA.

5.1.2 Structure of the Economy

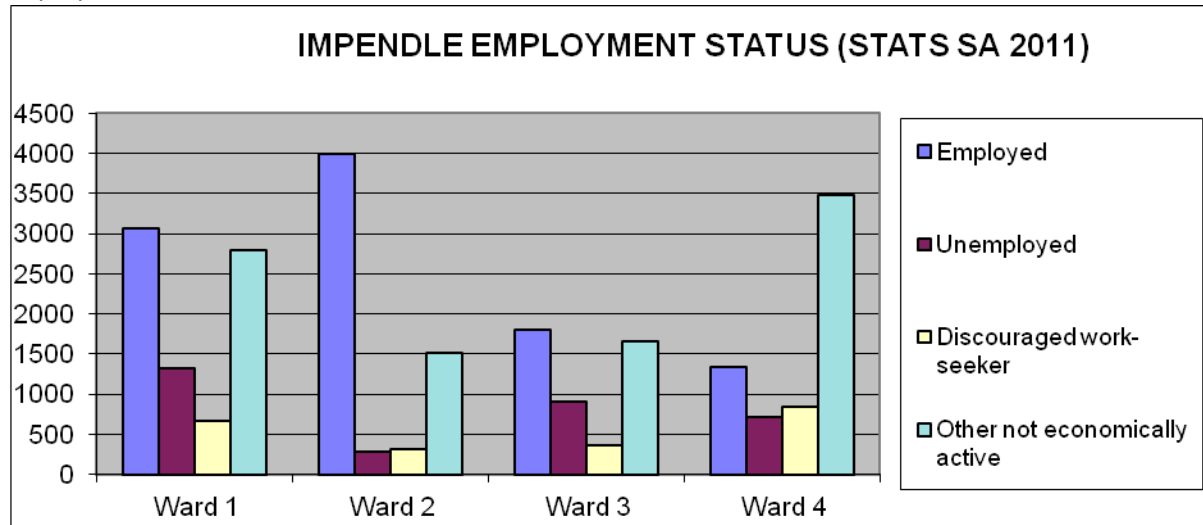
The employment profile for Impendle, as reflected in the 2011 Census, provides the strongest indication of the structure of the economy. It is evident from this that the majority of the small group that was employed in 2011 is employed in the different sectors including Government, Private, informal and agricultural sector. The second largest group is employed in the community, social and personal services sector which amongst other things will account for government employment in health, education and other government services.

5.1.3 Employment Levels

Comparing employment statistics on a ward level it is evident that in those wards where substantial commercial farming is taking place (specifically Ward 4) the employment levels are substantially lower

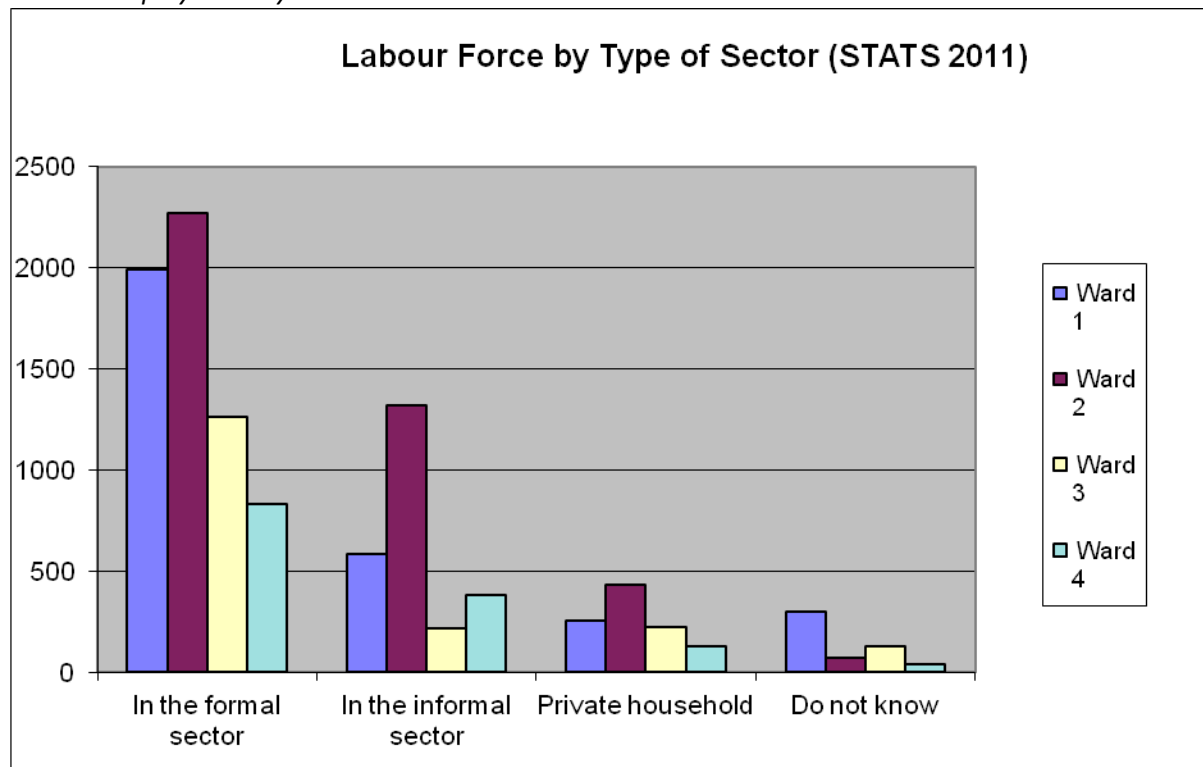
than in the others. In Ward 4 twenty percent of the workforce is employed compared to five percent in Ward 2. The higher employment levels in Ward 2 can probably be ascribed to the dominance of Government Institutions and densely settled Swampo and Nzinga as much as there is absence of both commercial farming and commercial/retail activity.

Employment Status



Sectoral Employment

Sectoral Employment by Ward



Sectoral employment in the wards of Impendle reflects the dominance of the agricultural and government services sectors in terms of employment creation. In 2011 it is clear that the community, social and personal services sector (including government services) were the highest employers more than in the agricultural sector.

Role of Impendle in the Regional Economy

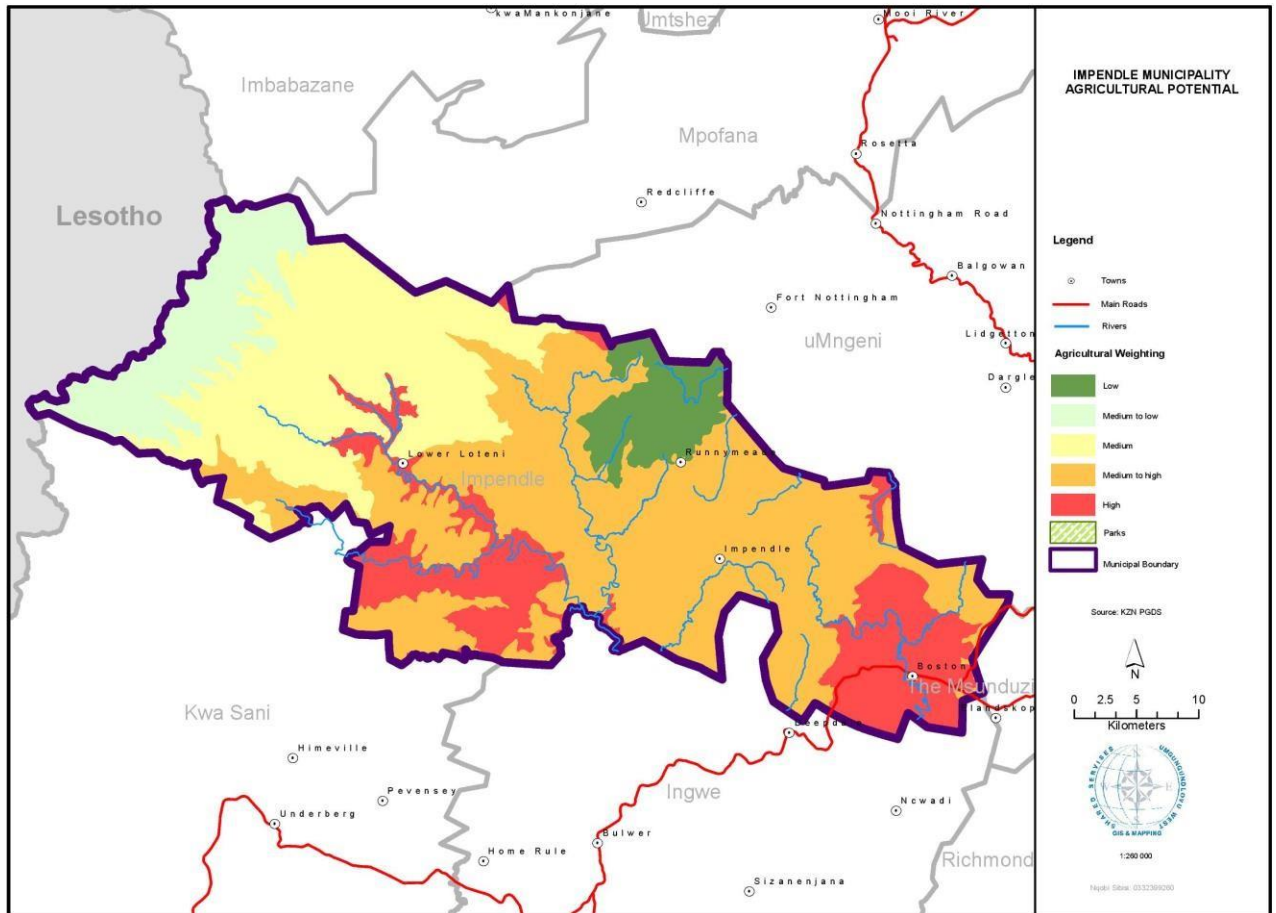
Impendle provides access to portions of the Ukhahlamba Transfrontier Park, which is a World Heritage Site, and is located at the source of a number of the most important rivers in the Province. The Loteni and Impendle Nature Reserves, declared nature areas, together with the uMngeni Vlei area, are strategic nature areas contributing to the building of the overall Transfrontier Park product.

In terms of the role of Impendle in the regional economy it can only be indicated that Impendle provides an important, yet underdeveloped link between various municipalities and attractions. At present the most important role of Impendle in the regional economy is that it is home to a substantial number of people (although only 3% of the District population) and that it potentially offers significant opportunities in the agricultural and tourism sectors.

Agriculture

Agricultural Development

A significant percentage of the high-potential agricultural land in the Midlands Meander falls within Impendle Municipality. This provides an opportunity for agricultural sector growth. Intensive agriculture through mixed land use, beneficiation of agricultural produce as well as organic food production and aquaculture will be facilitated and encouraged through the promotion of agricultural exports. **Forestry industry** will be transformed through the establishment of community private partnerships. Small-scale forestry opportunities will be created.



5.1.5. Tourism

Impendle Municipality is definitely a tourism destination; it has natural beauty out of this world. It is rich in flora and fauna, the beautiful mountains and rivers. Attractions in the Municipality are not being appreciated or explored and the local people need be educated or made aware of the importance of conserving the beauty of the area for its future generations. Impendle has plantation of Protea plant (south African National Flower), natural caves, San rock Art, Impendle, Inzinga and Lotheni Nature and Inzinga Umkomaas Nature Reserve, Two of the reserves are world heritage sites. All the three reserve play a very important role in conservation of nature in the country. One of the amazing facts is that Impendle has high bird population numbers in the entire country making Kwazulu Natal dominate to be a province with high number of bird species. This little town has so much to offer interms of tourism while conserving our environment.

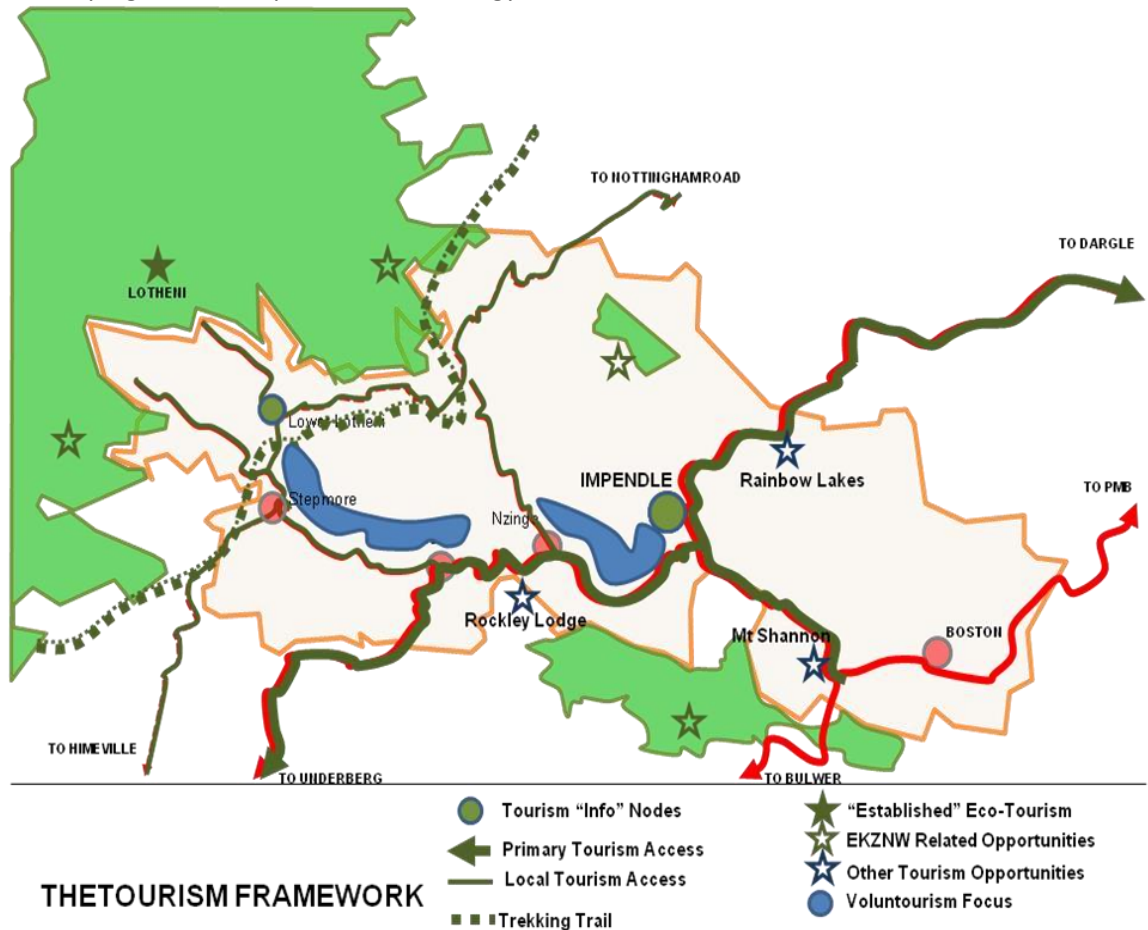
OBJECTIVES	STRATEGIES	PROPOSED PROJECTS, PROGRAMS AND PLANS
<p>❑ To promote tourism at a local level</p>	<p>❑ Municipality plays a central Role in Tourism</p> <p>❑ Implement” Know Your Area”</p>	<ul style="list-style-type: none"> Investigation and Research Function Area Marketing
	<p>❑ programme</p> <p>Creation of categorized annual tourism events i.e sports tourism, cultural & heritage tourism</p>	<p>❑ Alignment and Integration</p> <p>❑ Events calendar & Website updating</p> <p>Establishment Tourism Informational Office</p>
<p>❑ To convert Tourism into a vehicle for job creation opportunities at a local level</p>	<p>Marketing and promotion of Impendle niche products such as crafts and medicinal products</p> <p>Tour guide Promotion</p> <p>Promotion of out- door tourism adventure</p>	<p>Craft Centre Identification & training of interested parties in tour guide field</p> <p>Horse and Trails</p> <p>Eco sport</p>
<p>❑ To educate locals on the importance of nature conservation for future generations</p>	<p>Conduct workshop at schools, wards on environmental preservation and conservations with the assistance of KZN Wildlife and Environmental Affairs and NGOs such as WESSA.</p>	<p>Participation on Wildlife Annual Programmes</p>
<p>❑ To put Impendle on the map as one of the top tourist destination in South Africa</p>	<p>Market Impendle on provincial, national & international annual tourism publications</p>	<p>website and annual tourism Indaba.</p>
<p>To assist in the campaign against Illegal Poaching</p>	<p>Forge partnerships with Nature Reserves and KZNWL</p> <p>Conduct awareness campaigns on implications of poaching especially endangered species i.e springbok in the case of impendle</p>	<p>Identify problems areas & establishment of mitigation measures</p>

Potential Projects and Events

1. Partnering with the Community Tourism Organization(CTO)
2. Craft Center
3. Municipal Tourism Informational Office
4. Tourism quarterly meetings
5. Annual Tourism Indaba

RECOMMENDATIONS

- To consider having Tourism dedicated staff and office
- To make Resources available so that job opportunities will be realized.
- Municipality promotes tourism through different activities that will market Impendle as a Tourism destination
- To conduct local Tourism Summit the will include young graduates and indigenous knowledge in developing the Municipal Tourism Strategy.



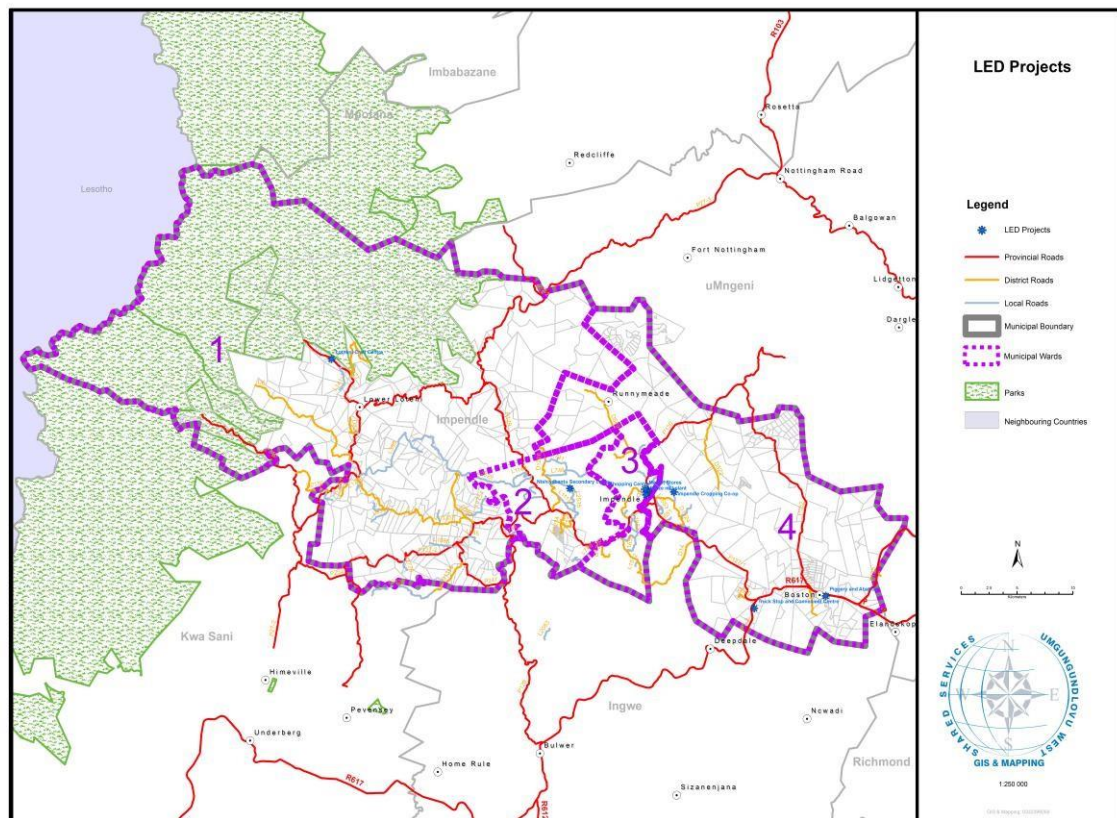
5.1.6. Manufacturing (Industrial)

Impendle Maize Mill is currently on its final stages of completion. The mill will provide opportunities for maize farmers to sell their Produce to the mill.

There are a number of Chicken Hatcheries in the Impendle Area.

Impendle Cropping Cooperative and Ntshiyabantu Secondary Cooperative were identified as main beneficiaries of the Mill Project. The following is the list of potential industrial activities:

- The Mill Plant in Impendle Village
- Sale of Impendle Industrial Sites
- Piggery and Abattoir in Boston
- Truck Stop and Convenience Centre in Virginia Farm
- The Lotheni Craft centre in Lotheni



5.1.7. Commercial and Retail Development

5.1.8. Job Creation Through Expanded Public Works Programs

The Expanded Public Works Programme (EPWP) is one element within a broader government strategy to reduce poverty through the alleviation and reduction of unemployment. The Programme involves creating work opportunities for unemployed persons, and so allowing them to participate economically and contribute to the development of their communities and the country as a whole.

Phase III of EPWP aims to

Significantly expand the creation of temporary work opportunities that will provide income to the poor and unemployed. Increase the duration of work opportunities for maximum impact. The Municipality's target for the work opportunities is sixty three (63) and the target for the Full Time Equivalent (FTEs) is 63.28.

EPWP Targets for 2019/20

NAME OF MUNICIPALITY	NUMBER OF PROJECTS REPORTED	WO TARGETS	FTE TARGETS	PROTOCOL SUBMITTED	POLICY ADOPTED	GRANT EXPENDITURE REPORTED
Impendle	8	156	51	Yes	Yes	To be submitted

EPWP five year plan targets (2020/21 Financial Year)

NAME OF MUNICIPALITY	NUMBER OF PROJECTS PLANNED	WO TARGETS	WO ACHIEVED TO DATE	FTE TARGETS	FTEs ACHIEVED TO DATE	PROTOCOL SUBMITTED	POLICY ADOPTED	GRANT EXPENDITURE REPORTED
Impendle	6	141	142	46	45	YES	YES	YES

SKILLS DEVELOPMENT PROGRAMMES

As per the Municipality's WSP the following programmes have been earmarked for skills development: Generic Management Disaster Risk, Water and wastewater Process Control, Municipal Finance Management Development Programme, Community House Building, Supervision of Construction Processes, Project Management, Environmental Practice, Road Transport, Road Traffic Law Enforcement, Gardening and Horticulture, ICT, Town Planning, Internal Auditing, Development Economics, HR and Labour Law, Community Development and Postgraduate HR

5.1.9. EPWP INDICATORS

Impendle Municipality received an incentive grant of R 1 160 000 from the Department of Public Works to assist the Municipality in implementing the Expanded Public Works Programme for the financial year 2019/20. EPWP in-house team was established to assist Departments or units in carrying out their day to day activities under the following sectors: Infrastructure and Social sector. The Municipality submits the project list (business plan) to the NDPW with proposed projects to be implemented in the financial year, estimated costs and work opportunities to be created. The projects are then implemented as per the project list and reported on the MIS System on monthly basis. The financial section also reflects on grants performance including the EPWP's incentive grant.

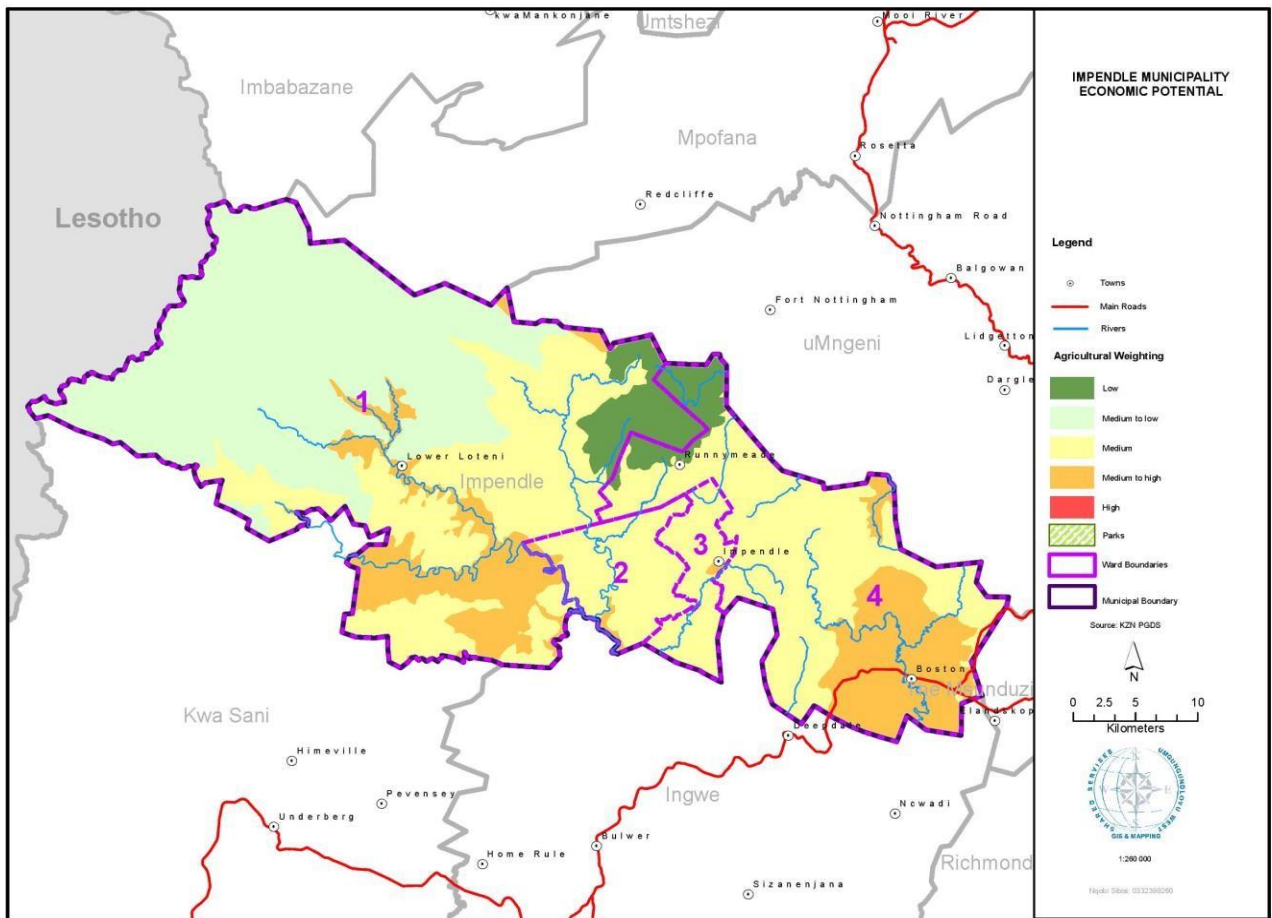
Expanded Public Work Programme (EPWP) and Community Works Program (CWP)

	Job creation through EPWP			
<i>Details</i>	<i>Funding</i>	<i>EPWP: projects type</i>	<i>Job created through EPWP projects (Work Opportunities Targets)</i>	<i>Job created through EPWP projects (Number of FTEs targets)</i>
2020/2021	DPW: R 1 160 000	Social Sector	40	33.39
		infrastructure	26	29.84
2020/2021	MIG Projects	Roads, Community Hall and Crèches	80	
CWP	COGTA	Environmental, Agriculture, Infrastructure, Social and Health Care Needs of the Community	1100	

5.1.10. GREEN ECONOMY INITIATIVES

The Municipality is in the process of establishing a buyback center which allows rural households to keep their waste for selling it in the center for the purposes of recycling.

- Promote recycling initiatives
- Paradigm shift towards opportunities in waste
- Contribute to green economy
- Minimize waste ending in landfill site
- Prolong lifespan of landfill site
- Environmental preservation
- Enterprise Development in the sector



5.1.11. Designated LED Unit

The economic development unit is quite constraints in so far as capacity is concerned; employment of tourism officer and allocation of provincial graduate interns have made it possible for the office to maintain resource information relating to active participants in the informal sector, emerging contractors, Broad SMMEs.

The central function of the LED Unit in the Municipality is to facilitate economic opportunities by bringing private sector and public sector role players together. The LED unit identifies economic opportunities, potential entrepreneurs that can realize the opportunities and then ensures that the necessary public sector infrastructure and services are available to support the businesses in their endeavors. The Municipality makes budget allocation for the implementation of LED Programmes.

5.1.12. Social Development Welfare Services

Disabilities in Impendle and Umgungundlovu District

	Impendle	District
Sight	3.07%	12.63%
Hearing	3.07%	12.53%
Communication	4.29%	13.36%
Physical	10.43%	40.01%
Intellectual	0.00%	6.23%
Emotional	0.00%	3.39%
Multiple	0.61%	5.25%

The table above provides a summary of the different proportion of disabilities experienced by populations located in the different Municipalities located in the Umgungundlovu District.

Data on the incidence of HIV/AIDS for the population of Impendle could not be located. Consequently inferences have been made based on provincial and district level findings from ante-natal surveys.

OBJECTIVES	STRATEGIES	PROPOSED PROJECTS, PROGRAMS AND PLANS
<p>☐ To effectively manage and coordinate HIV/AIDS Response throughout the municipality</p>	<p>☐ To revive Ward Aids Committees.</p> <p>☐ To coordinate LAC meeting</p> <p>☐</p>	<ul style="list-style-type: none"> • Hold Monthly meetings • Hold quarterly meetings

Potential Projects and Events

1. HIV/AIDS Awareness Campaigns
2. Nerve centre meetings
3. Civil Society launch
4. Funding of businesses owned by people living with HIV/AIDS
5. Commemoration of World AIDS Day

5.2.6 Community Development With Particular Focus on Vulnerable Groups

5.2.6.1 Youth Development

Target Group

- ❑ 14-35 years old
 - Predominantly out-of-school
 - Predominantly unemployed
 - Catering for a diverse range of individuals :
 - ❖ Skilled / Unskilled
 - ❖ Rural
 - ❖ Disabled
 - ❖ HIV/AIDS

Key Performance Areas

OBJECTIVES	STRATEGIES
1. Economic Participation To enhance the participation of young people in the economy through targeted and integrated programmes. The Impendle Youth Desk IYD with NYDA will support both profit business as well as social enterprises that promote job creation, job placement ,self employment and income generating activities .	_ Grants by NYDA and other relevant Stakeholders _ Business Consultancy Service (Voucher) by NYDA _ Mentorship _ Business Opportunities Support Services (BOSS) _ Entrepreneurship Development Programme _ The Community Development Programme ❑ This will be done by Impendle Youth Desk ,NYDA and the help of other relevant stakeholders or departments/organisations.
1. Education And Skills Development To promote, facilitate and provide training and development opportunities to young people to enhance their socioeconomic wellbeing	_ Matriculation re-write _ Bursary projects _ Technical Skills ,job preparedness and life skills projects through SETAs, and CWP Skills Program Sports

Potential Projects

1. Youth Indaba (Summit) for Strategic Agenda for Youth
2. Community Dialogs on Youth Matters
3. Capacitating the Youth Council Economical, Health etc.
4. Grants in Aid to assist young people to start own businesses
5. Sports promote SALGA Games, Athletics and other Sports Codes
6. Youth Forum Launch
7. Career Exhibition
8. Awareness Programmes
9. Youth office establishment in Ward 1

Recommendations

- To capacitate the Youth Council on leadership skills.
- The Municipality to secure funds for Grant in Aid to support emerging SMMEs.
- The Municipality to support the Computer programs in the Tele-Centre
- To conduct Youth Indaba and develop a Youth Development Strategy
- To support and utilize Lotheni Youth Centre.

5.2.6.2 Development of The People With Disability

THE OBJECTIVES of this program is to empower people with disabilities to participate in all programmes organised by Municipality or any organisations without undermining/looking over themselves that they are living with disabilities, bringing back them hope and encouraging them to stand up on their own.

STRATEGY of achieving these objectives is to include them in sport, Arts and culture activities, education and trainings and link them in job opportunities. The procedure participation will be conducted by the Impendle municipality: disability office.

Key Programme	Goal Statement	Potential Programmes
Economic Transformation	To improve the participation of people with disability in the economy through target and integrated programmes.	Promote business and Agricultural co-operatives
Education And Skills Development	To promote their socioeconomic wellbeing	Matric Re-Write ABET Technical Skills SETA and CWP
Physical Support	To ensure that they are treated with dignity and respect their rights	Municipality and Department of Social Development advocate for their rights

Potential Projects

1. Disability Forum meetings
2. Sports and recreational events
3. Parliament Summit for people living with disabilities
4. Trainings and workshops
5. Awareness Campaigns

5.2.7 Sport and Recreation

Since 1998 Impendle municipality has participated in sports activities within uMgungundlovu District Municipality but since then we have only participated but from 2005 we have changed from participation to higher performance to make our athletes ready for selection to district, provincial and national teams.

Objectives

- Sports vote is aimed at promoting participation in sports for all people of Impendle from youth, elderly to disabled people.
- Objective is to promote a healthy living lifestyle for our community.
- Deal with social ills within the youth through sports.
- Promote job creation through sport.
- Create space for active participation for all citizens.

Potential turnaround Strategies

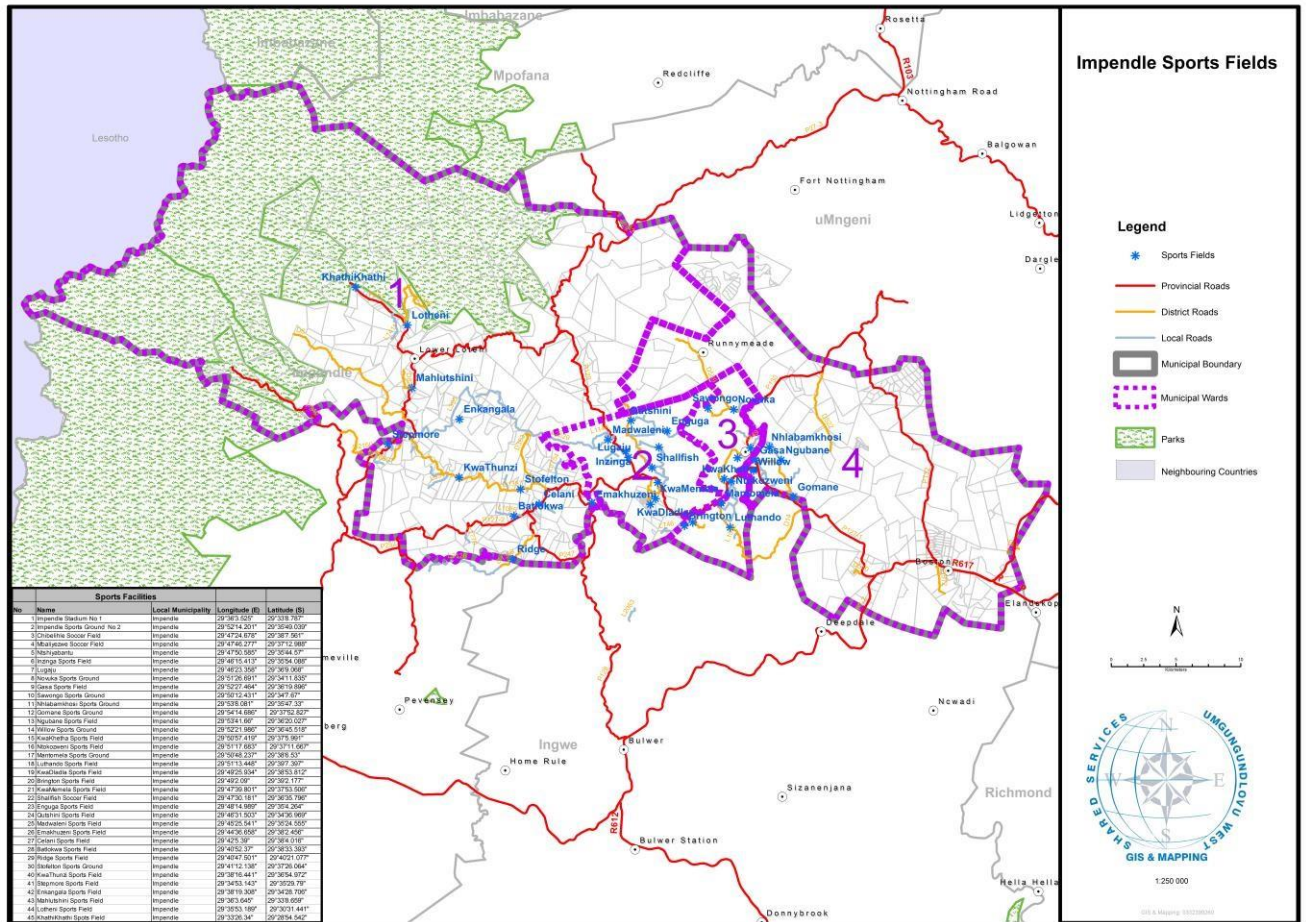
- By assisting federations within Impendle to strengthen their structures.
- Supporting the Impendle local sports council to implement municipal sporting programmes.
- Supporting the municipal sports committee.
- Supporting the municipal work and play programme for municipal staff and other local departments as part of employee wellness programme.
- Making partnerships with relevant stakeholders which can assist in sports in whatever form.
- Through ward and mayoral games we ensure that all corners of Impendle are participating in sports.

Potential Projects

1. Sport kits to support emerging clubs
2. Race/Marathons
3. SALGA Games
4. Tournaments
5. Awareness campaigns

Recommendations

- Community Services Department must be separated from corporate services in-order to give special projects a clear role as part of service delivery.
- Quarterly meetings with MANCO to discuss progress and achievements.
- Strict adherence to allocated budget, finance must accept saving strategies suggested to it by sports council & municipal sports committee.



PROPOSAL FOR IMPENDLE/UMGUNGUNDLOVU HORSE SHOW FESTIVAL BRIEF BACKGROUND AND OVERVIEW

IMPENDLE is a small deep rural Town situated in the outskirts of Pietermaritzburg in the **UMGUNGUNDLOVU DISTRICT**. **IMPENDLE** is a **Tourism Hub** because of its proximity to the **Drakensberg Mountain Range** and the **Sani Pass Hotel**. The Town lies along its own Impendle Mountain Range that also resembles the Drakensberg Mountain. The Inchanga Mountain which is part of these mountain range has a natural vegetation with different bird species and beautiful daisies lying on the huge pile of rocks with different wild deer. It **also boasts to house the Genealogy of the Zuma Clan and Amakhosi where former President Jacob Zuma has his Royal roots**. It has a population that is deep rooted in culture, where Traditional Dance music, Horse Racing and Horse Trotting Competition dominated during the December Festival of feast and gifts offering. This historic event united the people and **promoted Social Cohesion** as it was attended by people coming as far as **Lesotho**, visiting their relatives in their Basotho cultural attire, who also participated in the horse show and horse show competition.

THE IMPENDLE HORSE SHOW FESTIVAL is a revival of the history and culture of the Impendle town and area. It is a show and an event that will bring back hope and make the lives of the people better. It is a **Sustainable Poverty alleviation Programme** that will be a process of **a series of events** starting in May with training of identified horse riders by the Municipalities, and the inspection and injection of horses that will participate in the main event in December 16. municipal elimination competitions by horse Riding Associations, all being a build up towards the big event in December 16.

OBJECTIVES

1. Creating job opportunities to the vastly unemployed people, particularly youth and women.
2. Empowering youth and women with different arts and craft skills like saddler for job creation
3. Empowering youth and women with horse riding and horse show skills
4. Promoting Tourism by setting up an Exhibition tent whereby local craft items will be sold to tourists from outside KZN and abroad. This will sell not only the district, but the entire country abroad
5. Providing youth and women with a platform to showcase their performing art skills that will earn them a living
6. Horse racing and Horse Hobbling competition whereby riders will showcase their horse riding skills
7. Promoting Social Cohesion and unity in diversity and fighting against Racism by bringing together all the race groups of South Africa together on that day
8. Promoting sports and a healthy lifestyle in the area
9. Training rural community horse riders and the society as a whole about the behaviour and life span of horses
10. Training youth about horse riding skills
11. Identify good horse riders to be sent horse riding academy for more advanced skills
12. To link the race to Dundee July and Vodacom July Handicap Race events to give local people employment opportunities
13. To commercialise rural horse riding
14. Promoting business opportunities to local vendors to sell food, clothing and a variety of craft items during the day

SCOPE

The project will be hosted at **Impendle** at **UMgungundlovu** district outside **Pietermaritzburg** in South Africa. The plan is to have the project to accommodate all the section of the community in the spirit of Unity and Social Cohesion. The project will include the following items:

1. Horse Racing Competition for 1 300m
2. Horse Trotting Competition for 1 300m
3. Arts Exhibition
4. Poetry performances
5. Multicultural Traditional and Modern Music and dance performances
6. Multicultural Cuisine display and tasting
7. Indigenous Games like tug of war, running in the bag etc.

Potential Projects

1. To participate in the Dundee July
2. Impendle Horse selection

TARGET

The target is all aspiring artists and sports lovers from all sections of the community, but mostly youth and women, and business people to come and invest in this poverty alleviation programme.

EXPECTATIONS FROM THE PROJECT SHORT TERM GOALS

Social Cohesion-Bringing people of UMgungundlovu district together in unity of their diversity and **Discouraging Racism**. Creating job opportunities through arts and sports to alleviate poverty in the Area.

5.2.8 Arts And Culture

Cultural Festivals at Ward, Municipal, District and School levels; Nomkhubulwane (Reed Dance Festival) and Easter Festival.

Potential Projects

1. Umkhosi woMhlanga Festival
2. Impendle Heritage Festival
3. Ward based cultural festivals
4. Iscathamiya

6. Municipal Financial Viability & Management Analysis

1. The municipality has received grants and expenditure incurred, as per conditions of these grants. The municipality has been spending the grants in full in the last three financial years.

2017/2018

GRANT	RECEIVED	SPENT	VARIANCE
Finance Management Grant	1 900 000,00	1 773 964,01	126 035,99
Municipal Infrastructure Grant	11 845 000,00	8 849 609,05	2 995 390,95
Library Grant	744 000,00	744 000,00	-
Cyber Cadet Grant	188 000,00	188 000,00	-
EPWP	1 460 000,00	1 460 000,00	-
Sports Caretakers Grant	-	279 246,22	-279 246,22
Sports Field Grant (Inzinga)	5 847 538,00	2 791 134,25	3 056 403,75
Total	21 984 538,00	16 085 953,54	5 898 584,46

2018/2019

GRANT	RECEIVED	SPENT	VARIANCE
Finance Management Grant	1 900 000.00	1 374 907.74	525 092.26
Municipal Infrastructure Grant	11 572 000.00	8 942 440.43	2 629 559.57
Library Grant	1 676 000.00	685 301.09	990 698.91
Cyber Cadet Grant	197 000.00	197 000.00	-
EPWP	1 160 000.00	1 160 000.00	-
Sports Field Grant (Inzinga)	7 172 744.00	2 158 999.00	5013 745.00

2019/2020

GRANT	RECEIVED	SPENT	VARIANCE
Finance Management Grant	2 370 000.00	2 370 000.00	-
Municipal Infrastructure Grant	11 572 000.00	11 572 000.00	-
Library Grant	1 676 000.00	1 518 000.00	158 000.00
Cyber Cadet Grant	197 000.00	197 000.00	-
EPWP	1 160 000.00	1 160 000.00	-
Sports Field Grant (Inzinga)	7 172 744.00	2 158 999.00	5013 745.00

- Projects are indicated in the order of prioritizations and the source of funding is attached to each project, which is commonly (MIG) since the municipality's revenue sources are limited. Funding source is still a challenge as indicated above that most of the projects are funded by MIG grant, hence the need to develop the revenue strategy in order which will identify other revenue streams to improve revenue. This will enable the municipality to fund other capital projects with own revenue.
- In the 2019/2020 budget, only new assets are budgeted for which also appear on the IDP. The focus is still on new assets as opposed to renewal, due to limited resources to address community basic needs e.g roads, community halls and creches etc. This is evidenced by none population of SA34b of the annual budget which relates to capital expenditure on the renewal of existing assets.
- The municipality invests all "surplus funds and also ring fence all conditional grants transfers and recognize revenue as and when the need arises. Most of these funds are invested on a daily call investment account type which does not generate high interest. See below the sample of the Investments register.



IMPENDLE LOCAL MUNICIPALITY

Accumulated Investment Register Report As At 31 December 2019

Account Name	Account Number	G L Acc	Account Type	Opening Balance As At 01 July 2018	Bank Charges	Current Interest Earned As At 31 December 2019	Withdrawals As At 31 December 2019	Deposits As At 31 December 2019	Balance As At 31 December 2019
Finance Management Grant		IA09591/F1177/X049/R1327/001/BTCCall		0.00	675.00	20,594.00	1,865,672.69	2,365,000.00	519,246.31
Municipal Infrastructure Grant	9351996490(ABSA)	IA09051/F0791/X049/R1806/001/BTCCall		0.00	150.00	97,257.09	6,560,649.36	6,600,000.00	136,457.73
Library Grant	258541326-022(STD BANK)	IA09051/F13636/X049/R1327/001/BTCCall		828,706.71	30.00	28,983.44	1,974,001.49	2,558,335.42	1,441,994.08
Expanded Public Works Project	03/7881012463/00058(Nedbank)	IA09051/F1169/X049/R1806/001/BTCCall		0.00	0.00	0.00	315,148.87	315,148.87	0.00
Cyber Cadet	9354546961(ABSA)	IA09051/F0041/X049/R1327/001/BTCCall		0.00	30.00	613.92	14,440.73	211,000.00	197,143.19
Sports Field Grant	03/7881012463/00059(Nedbank)	IA09093/F13621/X007/R1803/001/CSCall		0.00	0.00	130,160.51	473,525.65	5,487,121.95	5,143,756.81
Schem Support lumps	9355133311(ABSA)	IA10384/F2574/X098/R1326/001/IPS Call		0.00	0.00	0.00	0.00	1,000,000.00	1,000,000.00
Total				828,706.71	885.00	277,608.96	11,203,438.79	17,536,606.24	8,438,598.12
Housing Ward 2		IA08393/F0001/X048/R1327/001/BTCCall		0.00	0.00	0.00	0.00	0.00	0.00
Housing Ward 3		IA08393/F0001/X048/R1327/001/BTCCall		0.00	0.00	0.00	0.00	0.00	0.00
Housing Ward 4		IA08393/F0001/X048/R1327/001/BTCCall		0.00	0.00	0.00	0.00	0.00	0.00
Housing Services	258541326-021(STD BANK)	IA09591/F0041/X049/R1805/001/BTCCall		0.00	0.00	3,511.10	0.00	119,922.77	123,433.87
Total				0.00	0.00	3,511.10	0.00	119,922.77	123,433.87
Equitable Share	9351925168(ABSA)	IA09051/F0041/X049/R1806/001/BTCCall		38,141.45	180.00	126,962.64	17,953,213.79	23,430,246.12	5,641,956.42
General Investment(VAT)	62819160491(FNB)	IA09056/F0041/X049/R1326/001/BTCCall		27,218.18	30.00	17,524.06	29,024.39	1,067,744.96	1,083,432.81
Other General Investment(P)	03/7881012463/00060(Nedbank)	IA09093/F0041/X049/R1806/001/BTCCall		0.00	0.00	11,051.13	0.00	416,046.10	427,097.23
Other General Investment	258541326-020(STD 32 DAY)	IA09093/F0041/X049/R1806/001/BTCCall		0.00	0.00	60,710.36	7,496,710.36	7,436,000.00	0.00
Other General Investment		IA09051/F0041/X049/R1326/001/BTCCall		0.00	0.00	0.00	0.00	0.00	0.00
Total				65,359.63	210.00	216,248.19	25,478,948.54	32,350,037.18	7,152,486.46
Total				894,066.34	1,095.00	497,368.25	36,682,387.33	50,006,566.19	15,714,518.45
Prepared by: SM Msomi	Checked by : Ms L. Khuboni	Verified by: Mr MC Molefe		Reviewed by: Mr. MC Khubone				Approved by: Mr N.S Mkhize	
Signature:	Signature:	Signature:		Signature:				Signature:	
Date:	Date :	Date :		Date :				Date:	

6.2 SOCIAL AND ECONOMIC REDRESS VIA INDIGENT MANAGEMENT

In terms of the Constitution of the Republic of South Africa, the Equitable Share Grant is used to subsidise the provision of basic services to indigent community members and facilitation of service delivery. All registered indigents receive a monthly free basic electricity which was allocated as a percentage of the Equitable Share.

The municipality's updated indigent register was adopted by Council on the 28th June 2019, the Municipality captures the application forms; as per the indigent policy the municipality update this register on annually basis.

In addressing social and economic challenges at Impendle the municipality commits a portion of equitable share to render free basic electricity to indigent beneficiaries. On annual basis the municipality advertise on local newspaper requesting those communities who meet the criteria of indigent, to submit their applications for consideration in the new financial year budget.

The municipality has budgeted an amount of R3, 4 million for free basic services in the 2019/20 which accounts for 10% of the equitable share. Currently the municipality pays Eskom on monthly basis free basic electricity of approximately R320 000 per month for about 3200 beneficiaries. The

Number of beneficiaries decreased slightly in 2018/19 due to demarcation board revising municipal boundaries, which resulted in some of the indigent beneficiaries being transferred to Dr, Nkosazana Zuma municipality and the municipality gained some.

The municipality also make provision for special designated groups which includes among others disability, youth women. Programmes for these groups will be prepared to ensure that their budget is spent in achieving the objectives as set out in the plans.

6.3 REVENUE RAISING STRATEGIES

The municipality has developed a revenue enhancement strategy in line with the economic base of the Impendle Local Municipality which is most municipal vacant and agricultural unfarmed land which should be disposed. The municipality will also year on year disposed of all fully depreciated assets to strengthen internal generated funds and to have a revenue raising ability. This strategy will assist the municipality in identifying and unlocking potential revenue, which is mostly. The Municipality has categorize long outstanding debtors that still has a potential of recovering and its issuing incentives of discounts where payments are made as per the arrangement.

6.4 DEBT MANAGEMENT

The municipality's current debtor's age is sitting at R9 million of which the bulk relates to government departments. Debtors are individually assessed during the compilation of financial statements to work out debt impairment provision and write offs.

The table below reflect that debtors has significantly increased over the past three years. However the interventions by CoGTA and SALGA had assisted the municipality in getting governments departments to start with the verification of the properties they are billed for and making good of those finalized.

Internal efforts also play a pivotal part on debt collection, however data integrity is a challenge.

DEBTORS AGE ANALYSIS OVER THE PAST THREE YEARS

DEBTORS AGE ANALYSIS – APRIL 2020

DEBTORS	2017/18	2018/19	2019/20
	R	R	R
Commercial	547 453	644 135.90	719 404.19
Communal land	0	0	0.00
Farm Land	1 631 852	1 715 208.42	1 822 739.11
Industrial	74 618	83 359.79	88 198.76
Multipurpose	0	0	
PSI(Public Service Infrastructure	0	55 607.83	(6 403.63)
Rental of Facilities	340 214	0	
Residential	334 542	475 343.50	604 546.90
Smallholding	157 000		0.00
State Owned	6 802 693	5 009 981.56	5 544 752.42
Staff Debtors	415		0.00

TOTAL DEBTORS AGE	9 888 787	7 983 637.00	8 773 237.75
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6.5 FINANCIAL MANAGEMENT

6.5.1 SUPPLY CHAIN MANAGEMENT

The municipality has a fully functional SCM unit, which has Manager; Accountant, practitioners, one intern and the Accountant. The municipality has fully functional bid committees which is in compliance with the municipality's SCM policy.

The alignment of the procurement plan timeframes with the SDBIP to ensure that the projects is a challenge, this is due to none submission of procurement plans to SCM for execution.

Deviations with the procurement policy and procedures are reported accordingly and disclosed in the municipality's annual financial statements in term of MFMA. Deviating from normal procurement processes are reported to municipal council on monthly basis, these are done in line with regulation 36 of SCM regulations.

The municipality is working tirelessly to prevent irregular expenditure, however when this expenditure is incurred it is reported to council on monthly basis. The municipality maintains and update the contract register on monthly basis to ensure that no irregular expenditure is incurred as a result of expired contracts. The municipality also maintains the register of deviations, and is reported to council on monthly basis.

The SCM policy has been reviewed to include all among other designated groups disabled, women, and youth and also to bring in amended procurement regulations for 2020. However, due to the size of municipality's budget, no tenders have been issued targeting designated groups including people living with disabilities.

6.5.2 BUDGET AND TREASURY OFFICE

The Budget and Treasury Office provide support to all municipal departments and good working relationship is maintained. The Budget and Treasury Office is a fully functional department with most of the key positions being filled. Refer to the organizational structure of the municipality.

The BTO staff is able to execute their day to day responsibilities and skills shortage can only be identified through skills audit. However LGSETA has been assisting the municipality with a grant in kind where employees identify training requirements and are enrolled with this grant upon approval.

6.5.3 ASSETS AND INFRASTRUCTURE

The Budget and Treasury Office – Asset Management unit is responsible for financial management and reporting on assets including record keeping, acquisitions, disposals and depreciation and maintenance of fixed assets register.

6.5.4 REPAIRS AND MAINTENANCE

Repairs and maintenance is budgeted for on annual basis, however due to limited funding sources the municipality is unable to comply with the 8%. In the 2020/21 financial year, approximately 3% is budgeted for repairs and maintenance due to the nature of infrastructure assets, that are newly build and operation and maintenance for gradually increase year on year in line with municipal maintenance plan.

6.5.5 FINANCIAL RATIOS

Description of financial indicator	2015/16	2016/17	2017/18	2018/2019
	Audited Outcome	Audited Outcome	Audited Outcome	Audited Outcome
Capital Charges to Operating Expenditure	1,20%	1,20%	1,20%	0%
Capital Charges to Own Revenue	8,30%	8,10%	3,63%	0%
Borrowed funding of 'own' capital expenditure	0,00%	0,00%	0,00%	00.0%
Current Ratio	1,2	1,9	1,30	1.20
Current Ratio adjusted for aged debtors	1,2	1.2	1.26	1.26
Annual Debtors Collection Rate (Payment Level %)	74,10%	100,00%	59%	76%
Outstanding Debtors to Revenue	9,90%	10,20%	6,72%	10%
Creditors payment Period	30 days	45 days	32 days	30 days
Employee costs	36,40%	40,40%	55,00%	60%
Repairs & Maintenance	0,00%	0,00%	0,00%	1.73%
Finance charges & Depreciation	16,70%	22,00%	19,00%	19,00%
i. Debt coverage	4,2	7,9	7.9	7,9
iii. Cost coverage	1,8	1,3	1	1

6.6 LOANS / BORROWINGS AND GRANT DEPENDENCY

The municipality has a loan which is being serviced currently. Due to municipality's area being rural, grant dependency is high. The municipality is looking forward to the development of the village which will impact positively on own generated revenue, now that registrations of the site allocated for a shopping centre are at the final stage.

Currently grants account for 85% of total municipal revenue.

7. AUDITOR-GENERAL'S OPINION

The municipality has received qualified audit opinion for the last two years including 2017/18 and 2018/19 respectively. The municipality develops an audit action plan to address audit findings. Progress is monitored and reported to relevant municipal council committees including audit committee.

FINANCIAL VIABILITY SWOT ANALYSIS

<u>STRENGTHS</u> <ul style="list-style-type: none"> Financial policies are in place and are reviewed annually Accurate billing of accounts Revenue Enhancement 	<u>WEAKNESSES</u> <ul style="list-style-type: none"> Grant dependency Skills shortage Monitoring irregular expenditure
<u>OPPORTUNITY</u> <ul style="list-style-type: none"> Increase revenue with new developments underway in the village Reduce debtors age once government debt is finalized. Clean Audit Report 	<u>THREAT</u> <ul style="list-style-type: none"> Staff turnover and moral Bulk of the municipal area being under ITB MSCOA implementation costs

7. Good Governance & Public Participation Analysis

7.1. Batho Pele

Batho Pele Policy and Procedure Manual

The Batho Pele Policy was adopted by Council in June 2018. The Policy has been developed to assist the Municipality with interpretation and implementation of government plans, budgets, projects and programmes. This policy is to enable the Municipal employees to deliver services in a customer focused way stated in the Batho Pele national policy and ensuring that the Impendle Local Municipality's systems, procedures and attitudes of its employees are reoriented in favour of service delivery.

Service Delivery Charter and Standards

The municipality has developed and adopted a draft Service Delivery Charter which clearly outlines the services provided by the Municipality as per the respective Departments. The Charter was developed such that it responds to all Batho Pele Principles which is also aligned to the Back to Basics. The final adoption of the Service Delivery Charter and Standards will be done during the first quarter of the new financial year.

Complaints Management System

The complaints management Policy was adopted by Council in May 2018. The document provides the residents with the opportunity of raising their concerns or complaints. The complaints management is being handled by the Office of the Municipal Manager. Suggestion boxes are placed at the reception area in the following municipal buildings: Thusong Centre, Library and Main Building, however walk in complaints, telephonic and emailed complaints are also welcomed. The suggestions boxes are opened on monthly basis by the Municipal Manager or the official authorized by the Municipal Manager. Complaints / concerns are then discussed at the Complaints Management Committee which convenes on monthly basis. Turnaround time for responding back to these complaints is also catered for and adhered to.

Service Delivery Improvement Plans

This document was developed and adopted by the Management Committee in March 2018 to assist the municipality in identifying its service delivery gaps with possible solutions considering that the municipality is grant dependent. The table below outlines the services that require improvements by the municipality:

IMPENDLE LOCAL MUNICIPALITY					
SERVICE DELIVERY IMPROVEMENT PLAN FOR INFRASTRUCTURE AND PLANING DEPARTMENT					
PERIOD : 2019\2020					
ITEM	KEY SERVICE	RESPONSIBLE MANAGER	BATHO PELE PRINCIPLE	CURRENT STANDARD	DESIRED STANDARD
1	Waste Collecti on	I&PSM	CONSULTATION	Monthly ward committee meetings and quarterly community meetings	Regular meetings with Rate Payers Association
			SERVICE STANDARDS	Twice a week on Rate Payers, Everyday on Businesses including Boston	Maintain the Standard
			ACCESS	Rate Payers and Businesses have access to this service	Maintain the standard

COURTESY	Currently employees are identified by their uniform, they respect houses and businesses where they are collecting waste.	To get name tags for all employees
OPENNESS & TRANSPARENT	Collection system is known by all ratepayers	Maintain the Standard
INFORMATION	Service charter has been developed which contains service standards	Service charter to be available for the public
DEALING WITH COMPLAINTS\RE DRESS	Municipal Policy in place , suggestion boxes available, citizens are allowed to make personal complaints and feedback is provided within ten working days	Seven day period of providing feedback
VALUE FOR MONEY	System is simplified to avoid misusing municipal resources eg.Vehicles, bin bags	Maintain the standard

ENCOURAGING INNOVATION AND RECOGNITION	None	HOD to develop a system of encouraging or appreciating outstanding performance
SERVICE DELIVERY IMPACT	Bad publicity due to dirtiness of Mafahleni Street	Ensure that service standards are maintained to avoid bad publicity

			LEARDERSHIP AND STRATEGIC DIRECTION	SDIP has been deveoloped that will enable the Managers to monitor the improvement	I&PSM to ensure the implemanta tion of SDIP and MM to monitor the implementa tion
2	Cleanin g of Taxi Rank and Toilets	I&PSM and CCSM			Regular meetings with all relevent stakeholder s and public (Transport Owners Association, Rate Payers Association, Informal Traders and Ward Committee)
			CONSULTATION	Meeting with Transport Owners Association	
			SERVICE STANDARDS	Waste is collected everyday. ILM is in the process of getting a Septic	The process of Septic Tank be
				Tank to address the issue of lavatories	finalised, UMDM to bring Honey Sucker dedicated to Impendle

			ACCESS	Public transport people have access to the service. The rank and toilets are accessible by the Disabled people. No information signs	Information signs to be installed, Toilet that will be designed for disabled special needs
			COURTESY	Employees working at Taxi Rank are currently identified by uniform, no name tags, There are maintenance Teams dedicated to the Taxi Rank	Ensure that all employees are identified by name tags
			OPENNESS & TRANSPARENT	The services are well known and transparent to the public	Teams will be introduced to Transport Associations and outline working relationships
			INFORMATION	Service Charter has been developed	Service Charter be available to the public
			DEALING WITH COMPLAINTS\RE Dress	Municipal Policy in place , suggestion boxes available, citizens are allowed to make personal complaints and feedback is provided within ten	Seven day period of providing feedback
				working days	

			VALUE FOR MONEY	System is simplified to avoid misusing municipal resources eg.Vehicles, bin bags	Maintain the standard
			ENCOURAGING INNOVATION AND RECOGNITION	NONE	HOD to develop a system of encouraging or appreciating outstanding performance
			SERVICE DELIVERY IMPACT	Increased number of bad publicity due to dirtyness.	Ensure the implementation and monitoring of Service Standards
			LEADERSHIP AND STRATEGIC DIRECTION	SDIP has been developed that will enable the Managers to monitor the improvement	I&PSM and CCSM to ensure the implementation of SDIP and MM to monitor the implementation

7.2. Operation Sukuma Sakhe (OSS)

OSS structures are functional which assist in the integrated approach for interventions and services. All programmes and projects are discussed and prioritized in the OSS structures. The OSS meetings are held on monthly basis chaired by the municipal Speaker. The Impendle OSS comprises of the following stakeholders:

- All Government Departments
- NGO'S
- Traditional Leadership
- Civil Society
- Ward Committees

SUKUMA SAKHE: Key IDP Interventions

Food Security

Issue detail

Food security is a serious issue for households in Impendle. Food security refers to a situation where a household is assured of a daily food supply with a reasonable nutritional value. It manifests itself in the type of food that people consume, frequency of certain combinations of food and total lack of food.

Action

The municipality seeks to address this by:

- Promoting food safety net projects.
- Promoting small-scale farming and crop production.
- Promoting income-generating projects.
- Protecting natural resources through settlement patterns that enhance resource protection
- Promoting awareness creation about nutritional value

Illiteracy and Poor Skills Base

Issue detail

According to statistical information supplied by the Municipal Demarcation Board, 7642 People have not received any formal education and can be regarded as illiterate. 12 516 people in Impendle have primary education.

Action

Due to the high rate of illiteracy and skills training it is important for Impendle Local Municipality to engage relevant non-governmental organizations, and other stakeholders in the delivery of adult basic education. This includes the establishment of centres for skills training.

Meeting the Needs of the Targeted Groups

Issue detail

The youth is among the most vulnerable segments of the society and are exposed to crime, unemployment, poor education, poor access to sports and recreation facilities, drug abuse diseases such as HIV/AIDS. In Impendle Municipality, the youth accounts for more than half of the population and live in conditions characterized by extreme shortages of social facilities and services as well as declining employment opportunities. Other targeted groups with special needs include the aged, disabled and orphans.

Action

Development targeting these groups will be achieved by means of special programs including the provision of facilities, upgrading of pension pay-point areas and community awareness campaigns.

To meet the needs of the youth group, other strategies to be considered will be access to education, employment opportunities, access to sports and recreation facilities, drug abuse programmes, HIV/AIDS awareness and programmes.

HIV/AIDS

Impendle Local Municipality sees HIV/AIDS as a crosscutting issue, which should be addressed in all development sectors and programs.

Strategies:

Link up with National initiatives for prevention of HIV/AIDs.

Each sector to review development projects and programmes in relation to accounting for HIV/AIDS. e.g. water sector to ensure designs for new water schemes, for instance, should take into account the impact of HIV/AIDS both in the short and long term.

Service Delivery

Issue

Impendle Municipality is poorly provided with basic services and can be classified as having major infrastructural backlogs. Serious backlogs exist in the delivery of services such as bulk water, electricity and major link roads. The quality of roads in the traditional authority areas is generally poor and requires substantial upgrading and maintenance. Key to future development of Impendle is the roll out of National and Provincial road infrastructure which will serve to link this into the wider sub-regional economy.

Action

The IDP provides for an integrated approach to service delivery with a particular focus being paid to the following:

- Water
- Access roads
- Major arterial roads
- Sanitation
- Waste disposal
- Delivery of Public Facilities

Impendle Local Municipality area is characterised by massive backlogs in the delivery of social facilities such as schools, clinics, police stations and sports and recreation facilities. The aims and objectives of this program will be achieved by means of engaging the relevant government departments and leveraging funding for the delivery of the necessary facilities.

The following are some of the desired outcomes of these programs: Service delivery according to acceptable basic norms and standards, e.g. teacher pupil ratio:

- A clinic within 5km radius, etc.
- Access to early childhood facilities

- Youth development programs based on the existing infrastructure
- Access to information, which implies need for an information centre

Access to Land and Housing

The land ownership pattern within the Impendle Municipality reflects a complex pattern of Ingonyama Trust, private freehold and state owned land. The majority of households in Impendle reside in Nxamalala and other Traditional Authority areas and on freehold and state owned land. A small proportion of the people reside on commercial farms as either labour tenants or farm dwellers. Impendle state land has also been a bone of contention for a long period of time. The Department of Rural Development and Land Affairs program seeks to address these issues and to contribute to the achievement of a national target of redistributing more than 30% of agricultural land in 15 years. In this instance, it is recommended that re-distribution focuses on the state land and the freehold land where people are settled and agricultural potential cannot be realized because of ownership issues. Freeing up high potential agricultural land in these areas is top priority to redistribution and economic development.

Planned and Proposed Human Settlement Projects

Table B25: Planed and Proposed Housing Projects

Project name	Municipality	Status	Total Units	2016/17 (R'000)	2017/18 (R'000)	2018/19 (R'000)	2019/20 (R'000)	2020/21 (R'000)
Clearance & Makhuzeni	Impendle	Planning	250					
Impendle Ward 1 Phase 2	Impendle	Identified	500			700	1,200	
Impendle Ward 2 Phase 2	Impendle	Construction	500		8,600	8,600	3,440	
Impendle Ward 3 Phase 2	Impendle	Construction	500		7,740	7,740	3,400	
Impendle Ward 4 Phase 2	Impendle	Construction	500		7,740	7,740	3,400	
Compensation	Impendle							

		Construction	43		3,698			
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Composition and Functionality of War Rooms

COMPOSITION	FUNCTIONALITY	SCHEDULE DATES FOR 2018/19 WAR ROOMS
10 Ward Committee Members	<u>WARD 1</u> <ul style="list-style-type: none"> War room is fully functional War room structure is fully in place Meetings are held once a month and the schedule of meetings is available. Ward Profile, minutes, agendas are available Year plan of activities is not available 	Stoffelton: 1st Friday of the month Mahlutshini: 1st Thursday of the month
10 Ward Committee Members	<u>WARD 2</u> <ul style="list-style-type: none"> War room is fully functional War room structure is NOT fully in place Meetings are held once a month and the schedule of meetings is available. Ward Profile, minutes, agendas are available Year plan of activities is not available. 	3rd Wednesday of the Month

10 Ward Committee Members	<u>WARD 3</u> <ul style="list-style-type: none"> • War room is not functional • War room structure is not fully in place 	1 st Wednesday of the month
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	<ul style="list-style-type: none"> • Meetings are held once a month and the schedule of meetings is available. • Minutes, agendas are available • Year plan of activities is not available 	
10 Ward Committee Members	<p><u>WARD 4</u></p> <ul style="list-style-type: none"> • War room is functional • War room structure is NOT fully in place • Meetings are held once a month and the schedule of meetings is available. • Ward Profile, minutes, agendas are available • Year plan of activities is not available. 	1st Tuesday of the month

Challenges with implementation of OSS

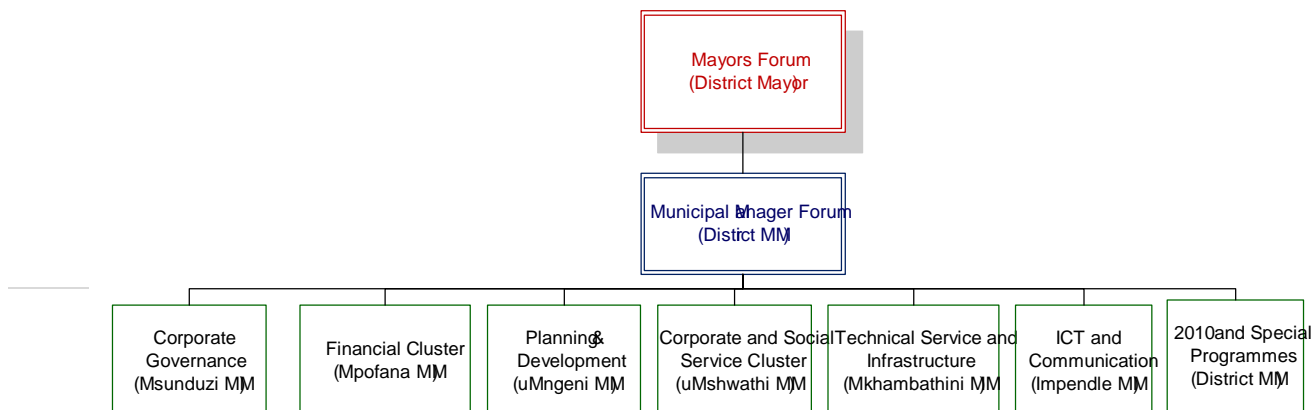
- Lack of service delivery interventions by government departments
- Outstanding cases from previous years no intervention done.

7.3. Intergovernmental Relations (IGR)

District IGR Forums

The Cluster Model has led to the establishment of a number of shared service functions in the UMgungundlovu family of Municipalities. This will lead to a better utilisation of scarce skills and resources. Impendle participates in a district-wide shared in the fields of internal audit, performance management, and integrated development planning and information and communications technology which are convened by the District Municipality on quarterly basis. As a result our family of municipalities in the UMgungundlovu District is all benefitting from the scarce resources and expertise available within the district. Each cluster is chaired by a Municipal Manager as indicated in the diagram below. Impendle Municipal Manager chairs the ICT and Communication Shared Service.

Figure C2: Cluster Model – IGR System and Shared Services



Provincial Forums

The office of the Premier is the secretariat for the Premier's Coordinating Forum and the MUNIMEC. The Mayor, Municipal Manager and the CFO participate in this forum.

IGR Official

A dedicated IGR Official within the District Municipality liaise with the Person Assistants of all Local Municipalities's IGR participants including Impendle Municipality with scheduling of meetings, agenda items and sharing of information.

7.4. Ward Committee Functional Assessment

Impendle Municipality reviewed the Policy on Ward Committee Election and Operation with an aim of establishing its ward committees. The election model adopted in Impendle is a geographical representation model. In Impendle Municipality, ward committees establishment process was rolled - out from the 4th October until the 8th November 2016. The official launch of the ward committee structures took place on the 23rd of November 2016. The established process in Impendle has been conducted in compliance with pieces of legislation that makes legal provisions for the elections and operations of ward committees which are;

- Sections 72 to 78 of the Structures Act,
- Chapter 4 of the Municipal Systems Act 32 of 2000
- The Constitution of the republic of South Africa
- An adopted Policy in Ward Committee Election and Operation.

Ward Committees functionality assessment in Impendle is conducted on quarterly basis. The assessment is done as per criteria proposed by the National Cogta Public Participation Unit, which is aimed at improving; sustaining and monitor ward committee functionality. The criterion focuses on six functionality indicators namely:

- Number of ward committee meetings held
- Number of meetings chaired by War Councillor
- Percentage of attendance
- Number of community meetings held
- Number of sectorial reports submitted
- Number of ward reports submitted to the municipality

7.5. Participation of Amakhosi in the Affairs of the Municipality

There are five (5) recognized Traditional Settlements within the Municipality, namely:

1. Nxamalala - Inkosi S Zuma
2. Siminza - Inkosi Ndlunkulu N Molefe
3. Amadumisa – Inkosi Duma
4. AmaKhuze – Inkosi Dlamini

Inkosi Ndlunkulu N Molefe represents Impendle Traditional Component in the Municipal Council.

7.6. IDP Steering Committee:

The IDP Steering Committee comprises of all HOD's and is functional.

7.6.1. ADMINISTRATIVE GOVERNANCE

The Municipal Manager as the accounting officer is the administrative head responsible for the implementation of organisational goals in line with the national key performance areas namely, Municipal Transformation and Organizational goals; Basic Service Delivery; Local Economic Development; Municipal Financial Viability and Management; and lastly Good Governance and Public Participation.

The Municipal Manager provides leadership and direction through effective strategies, in order to fulfill the objectives of local government which are provided for in the Constitution of the Republic of South Africa, and any other legislative framework that governs local government.

Impendle Municipality upholds the values of integrity and honesty, promoting a culture of collegiality throughout the municipality by delegating duties and rewarding excellence. We also strongly adhere to the Employment Equity policies and ensure that our staff complement has a fair representation in gender and race.

7.6.2. Public Participation Analysis

The Municipal Communication' Strategy highlights the rationale behind Impendle Municipality putting community participation on its strategic and operational agenda as per Section 152 (1) (e) of the Constitution of the Republic of South Africa states that one of the objectives of local government is to encourage the involvement of communities and community organizations in the matters of local government. There are four (4) Ward Committees made up of 10 members each for all four (4) Wards and four (4) Ward Administrators who perform the Secretarial work for the Ward. The Municipality uses these structures to involve communities in the affairs of the Municipality. The Municipality plans to hold 2 IDP Representative Forum meetings and two (2) Izimbizo in the next financial year.

Public Participation Program

As with the preparation of the IDP, the public participation process in the IDP Review Process has to be institutionalized – in order to ensure that all residents have an equal right to participate.

The following participation mechanisms are proposed:

7.6.3. IDP REPRESENTATIVE FORUM:

The Forum represents all stakeholders and will be as inclusive as possible. Additional organizations will be encouraged to register and participate in the Forum throughout the process.

WARD COMMITTEES:

- ☐ These structures represent the communities. They'll be encouraged and trained to participate meaningfully and advocate the needs of the communities they represent

MEDIA:

Amongst other means, the local press will be used to inform the community of the progress with respect to the 2018/2019 IDP review. Where possible the local radio stations will also be utilized.

IZIMBIZO

The Municipality intends on holding Izimbizo per Ward where planned projects and budget will be communicated.

FLYERS

Flyers are printed and distributed for information dissemination about the services of the Municipality

CALL CENTRE AND CUSTOMER-CARE CENTRES

The District has a call centre that operates 24 hours. Communities can use the hotline. There are also customer-care centres spread across Local Municipalities. Copies of the IDP are placed at these centres.

7.9. Internal Audit

7.9.6. Functionality of the Internal Audit Unit

The municipality's Internal Audit service has been outsourced for the previous financial years. The municipality is currently in a process of having the unit in-house. The post of the Internal Auditor has been advertised and the appointment to be finalized by the end of July 2018. The Internal Audit Activity has been fully functional for the past 5 years. Internal Audit reports are submitted to the Accounting Officer and tabled to the Audit Committee.

7.6.5. Audit Committee

The Municipality extended the appointment/reappointment of the current Audit Committee for the next Financial Year. The Committee comprises of three independent members and performs both performance and financial oversight role in the municipality. Section 166 of the Municipal Finance Management Act (MFMA) states that the audit committee must advise council, political office bearers, the accounting officer and the management staff of the municipality on matters relating to internal financial control and internal audits, risk management, accounting policies, the adequacy, reliability and accuracy of financial reporting and information, performance management, effective governance, compliance with the MFMA, Division of Revenue Act and any other applicable legislation, performance evaluation and any other issues referred to it by the municipality. The Audit and Performance Audit Committee Charter was reviewed and approved by Council in August 2017.

7.6.6. Municipal Risk Management

Risk Management monitoring was performed bi-annually and reported to Management and the Audit Committee; and Risk Assessment was performed for all operational processes on annual basis and reviewed quarterly and reported to Management and the Audit Committee. The Risk Management Committee comprises of all Heads of Departments and Internal Auditors.

7.7 Ten High Risks Identified and Their Mitigation Plans

Office of the Municipal Manager

Risk Number	RISK DESCRIPTION	CAUSES OF RISK	CONTROL MEASURES	Action Plan
MM5	5. Failure to implement special programmes.	5.1) Lack of resources (Human/ Financial)	No control	a) Need to Identify special programmes; b) Prepare business plans for funding;
MM6	6. Failure to implement organisational PMS.	6.1) Lack of capacity; 6.2) Lack of commitment by some senior management.	i) SDBIPs; ii) PMS Framework and Policy; iii) MANCO PMS Action Plan; iv) Internal Audit Activity; v) Audit Committee; vi) MPAC	a) Council resolution on assessment panel. b) Quarterly assessment of S57; c) Quarterly reporting to Council, MPAC and Audit Committee; d) Cascading of PMS to lower levels; e) Disciplinary measures on poor performance

MM8	8. Failure to respond in the event of the disaster.	8.1) Lack of capacity.	i) Lightning protector; ii) UPS; iii) Disaster recovery plan.	a) To implement the disaster recovering plan; b) To implement Business Continuity Plan; c) Prepare a business plan for funding.
MM9	9. Inability to monitor the services of external service provider.	9.1) Lack of capacity.	No control	a) Reviewing of all SLA's

Infrastructure and Planning Department

Risk Number	RISK DESCRIPTION	CAUSES OF RISK	CONTROL MEASURES	Action Plan
IP1	1. Inability to attract investments.	1.1) Land owned privately;	i) LED Strategy	a) Review LED Strategy; b) Develop implementation Plans; c) Develop business plans.
IP4	4. Failure to maintain municipal buildings.	4.1 No staff capacity, 4.2 Reliance on subcontractors need high supervision and supply of materials SCM process a challenge where unplanned maintenance required.		a) Develop maintance plan.

IP6	6. Non enforcement of Municipal bylaws	6.1) No by-laws, 6.2) No funding for enforcement, 6.3) No staff to use to enforce.	No control	a) Adopt By-Laws.
IP8	9. Ineffective waste management systems.	9.1) Lack of resources.	ii) Illegal dumpsite.	a) Consultation with UMDM; b) Consultation with DEA; c) Recycling initiatives

Corporate and Community Services

Risk Number	RISK DESCRIPTION	CAUSES OF RISK	CONTROL MEASURES	Action Plan
CC5	5) Excessive sick leave	5.1) Lack of EAP programs; 5.2) Low staff morale; 5.3) Abuse of sick leave;	i) Doctor's certificate; ii) Leave policy;	a) Workshopping of employees; b) Monitoring of sick leave on a quaterly basis;
CC6	6) Non existence EAP.	6.1) Lack of capacity; 6.2) Financial constrains.	No control	a) Develop and implement EAP plan;

7.8. Status Of The Municipal Policies and Bylaws

The Policy Manual of the Municipality consists of Admin and Finance polices which are Workshopped to staff in the process of annual review. The municipal bylaws have been advertised for public comments. The following policies have been developed and adopted:

NAME OF POLICY	FREQUENCY OF REVIEW	LAST DATE OF REVIEW AND ADOPTION
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Section 57 Employees and Management Remuneration Policy	Annually when necessary	31-Mar-17
Leave management	Annually when necessary	31-Mar-17
Recruitment policy	Annually when necessary	31-Mar-17
Travelling allowance policy	Effective 1 november 2017	26-Oct-17
HR Policies	Annually when necessary	26-Jun-14

LIST OF BYLAWS ADVERTISED FOR PUBLIC COMMENTS

NAME OF POLICY/BYLAWS	DATE ADVERTISED
Advertising	15 May 2018
Cemetery	15 May 2018
Credit	15 May 2018
Electricity	15 May 2018
Encroach	15 May 2018
Fire	15 May 2018
Parking	15 May 2018
Pollution	15 May 2018
Pounds	15 May 2018
Public Amnesties'	15 May 2018
Refuse	15 May 2018
Roads	15 May 2018
Standing Rules	15 May 2018
Storm waters	15 May 2018
Tariff	15 May 2018
Transport	15 May 2018
Water	15 May 2018

7. 11.Establishment of Bid Committees

All the bid committees are in place. The chairpersons of Bid specification committee are reviewed annually except for the adjudication chairperson. The middle management form part of the bid specification committee and chaired by the Human Settlement Officer. The bid evaluation committee makes up of the middle managers being chaired by the SCM Accountant and the bid adjudication committee made up of the senior management and chaired by the CFO. Each year the municipality adopts a demand management plan / procurement plan outlining all the planned and budgeted projects, giving the time frames of when the SCM processes shall resume, from the requisitions by departments, advertising by SCM, sitting of bid committees and the final award of tenders. This plan is aligned with the IDP as well as the SDBIP. And from this plan members know exactly the dates of the meetings ensuring that the legislated time frames are adhered to.

7.9. Municipal Public Accounts Committee (MPAC)

The Municipal Public Accounts Committee (MPAC) has been established and fully functional responsible for the following:

- To review the municipal and any municipal entity's quarterly, mid-year and annual reports and develop the oversight report on the annual report for consideration by Council.
- To assist Council to maintain oversight over the implementation of Supply Chain Management Policy.
- To examine the financial statements and audit reports of the Municipality and municipal entities, and in doing so, the committee must consider improvements from previous statements and reports
- To evaluate the extent to which the Audit Committee's and the Auditor General's recommendations have been implemented
- To promote good governance, transparency and accountability on the use of the municipal resources

- To examine the Mid Year Review documents in line with Integrated Development Plans

- To recommend or undertake any investigation in its area of competence on matters currently serving or has served before the committee

- To seek any information and have access to it from any councillor/employee

- To report to Council on the activities of the committee

- To perform any other function assigned to the committee through a resolution of Council.

Local Government: Municipal Structures Act (Act 117 of 1998) provides that a municipality, taking into account the extent of its functions and powers, the need for delegation and the resources available, may establish committees. The oversight committee should be made up of only non-executive Councillors and representatives of the community and can be formed each year to deal with the annual report. Municipal officials cannot be members of an oversight committee as this would pose a conflict of interest. Assistance from the Municipality's Audit Committee in the review process is also recommended as a major source of independent specialist advice.

The committee would on a continuous basis assess the implementation of programs in the Integrated Development Plan in terms of the Service Delivery and Budget Implementation Plan; as well as oversee the financial performance of the Municipality as reflected in the Annual Report and the Audit report. In terms of chapter 12 of MFMA section 121.

7.10. Portfolio Committees

Portfolio committees are established with their terms of reference and fully functional. The Mayor heads the Finance Portfolio. The other portfolio committees are Corporate and Community, Infrastructure and Planning and the Oversight (MPAC).

7.11. Good Governance SWOT ANALYSIS

<u>STRENGTHS</u>	<u>WEAKNESSES</u>
<ul style="list-style-type: none"> • Effective participatory process and Transparency. • The municipality is in touch with its communities through Public Participation initiatives • Community involvement in a decision making process. 	<ul style="list-style-type: none"> • Expectation of communities regarding services delivery that are not informed by budget and timelines • Dependency syndrome where people depend on the municipality for everything e.g. employment, shelter, sanitation, free education
<u>OPPORTUNITY</u>	<u>THREAT</u>
<p>❑ The municipality through proper</p> <p>❑ consultation is able to acknowledge needs of its communities Policies in place serves as a yardstick for pub</p>	<p>❑ Uncertainties to the communities regarding timelines of services may lead to protests</p> <p>❑ Potential of a conflict between municipalities and the communities</p>

7.12. Ward Based Plans

Ward Based Plans are attached as Annexure “B”

7.13. Land Use Management

The Constitution of the Republic of South Africa - 1996 Municipal Systems Act – Act 32 Of 2000 Spatial Planning and Land Use Management Act (Spluma) – Act 16 Of 2013

SPLUMA is a framework act for all spatial planning and land use management in South Africa.

It seeks to promote consistency and uniformity in procedures and decision –making throughout the Republic

Section 24 (c) deals with provisions that permit the incremental **introduction of LUM** in areas under **traditional leadership, rural areas, informal settlements, other areas not previously subject to a land use scheme;**

SPLUMA REGULATIONS - 2015

Section 19 deals with **areas under traditional leadership** and the conclusion or non conclusion of a service level agreement with the municipality

- **Section 36(1) A Municipal Planning Tribunal must consist of –** • (a) officials in the full time service of the Municipality (**Municipal Planner and Development Shared Services Chief Planner were appointed; and**
- **(b)** persons appointed by the Municipal Council who are not municipal officials and who have a knowledge of and experience of spatial planning, land use management and land development or the law related thereto
- Institutional requirements for establishment of Municipal Planning Tribunal for local municipal area (**Umgungundlovu Joint Municipal Planning Tribunal was established to service Municipalities under the District except Msunduzi Municipality**)
- **(2)** A member of the Municipal Planning Tribunal appointed in terms of section 36(1)(b) maybe-
- (a) an official or employee of a national government department, provincial government department, an organ of state, a state-owned enterprise, a nongovernmental organisation, an organisation created by government to provide municipal support and organised local government as envisaged in the Constitution.
- The **Municipal Council** was declared the Appeals Committee

8. Key Challenges

The key issues are indicated in the table below and linked to type of issue and responsibility in terms of the allocation of powers and functions.

PRIORITY ISSUE	SOCIO- ECONOMIC	INFRASTRUCTURAL SERVICES	Institutional Transformation and Organisational	Good Governance and Public Participation	RESPONSIBILITY
Community hall and crèche	X	X			ILM, DOH

Backlog in the delivery of appropriate infrastructure services (upgrade local roads, water to new sites), street lights & shelters	x	X		ILM, UDM
High rate of crime	X	X	X	ILM & SAPS
High rate of functional illiteracy and poor skills base and ABET esyazama school	X			DOE
Agricultural development (support small scale farming) & fencing of road to protect cattles	X	X		DEARD, DRD&LR
Increase the bursary budget and accommodate more children	x			DOE, ILM
Electricity , water and toilets to new sites	x	x		ESKOM
Old age home		x	x	DSD

Mobile clinic for old people & a place for them to work and support their projects	x		x	DOH & ILM
Lighting conductor	x	x		UMDM
Equitable access to housing	x	x		DHS
Community halls & crèche	x	x		ILM
Upgrade & maintain the existing sport grounds and build new ground in local areas & parks and recreation	x	x		DOSR
High rate of functional illiteracy and poor skills base	x		x	DOE
ATMs & Shopping mall within impendle village	x	x		ILM & UMDM

8. Combined SWOT Analysis

In order to assess the outputs from the SDMP project for Impendle a SWOT assessment was undertaken only of the key issues identified in that project. A summary of the SWOT is outlined below and is inclusive of the full SWOT contained in the previous 207/18 Impendle IDP as well as inclusion of the SWOT undertaken in the SDMP.

Strengths ② Human resources – Sufficient labor force ② Availability of land – Enough for new development and investments ② Geographical

location – Drakensberg World Heritage Site, Midlands Meander close by ② Natural resources

(rivers, mountains, grass lands) ? Historical features such as rock art – attraction for tourism

Weaknesses ? The poor condition of Schools (Sub-standard infrastructure) ? Poor access to water and sanitation ? Poor road infrastructure and accessibility ? Scattered settlement patterns making it difficult and costly to provide services

- Land claims and acquisition processes are too slow.
- Lack of youth programs and social awareness campaigns ? Municipality does not have sufficient staff capacity to manage and implement all municipal plans

Opportunities <ul style="list-style-type: none"> • Tourism – unrealised potential • Agriculture – high value agricultural land underutilised • Potential for growth and investment opportunities in the nodes as the commercial sector is under-developed • Potential for processing of agricultural produce 	Threats <ul style="list-style-type: none"> • Rugged Terrain • Degraded land – soil erosion • Alien plant invasion threatens agricultural land and biodiversity in ecosystems • Extreme Weather Conditions • Poor Access - bridges washed away. • Poverty and jobless People • Uncompleted projects • Lack of skills in general and migration of local skilled people • HIV/AIDS • Crime
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Strategic Response to the SWOT Analysis

RESOURCE	POSITIVE ABILITIES	STRATEGIC SUSTAINABILITY	CAPACITY
Land	Cultivation	Agriculture	Small Scale Commercial, Community Gardens, Stock, Poultry
Water	Economic Growth and Development	Production, Processing, Commercial, Services Provision, Residential	Business Centre, Housing, Industrial, Commercial
	Reservation	Public Open Space Nature Conservation	Parks, Sport fields
	Surface water for domestic and agricultural use	Quality water available from wilderness areas	District function
Human	Labor	Employment, Workforce, Skills	Large workforce

NEGATIVE IMPACTS	CAUSE	STRATEGY	CAPACITY
Service backlogs	Unfinished and collapsed projects Funding	Fully functional LED component with clear programmes	Secure funding

Lack of formality in the urban area	Non compliance – Planning	Conduct research study	Infrastructure and Planning Department
Institutional issues	Organogram	Municipal recovery plan, Staff, Councillors and Ward Committee Training	All departments, ILM, LGSETA, DBSA, Treasury
Low revenue	Very limited rates base	MPRA	ILM
Unemployment, poverty and illiteracy	Lack of industries, equipment, institutions of higher education	Identification of suitable land, buy-in of land owners and farmers, FET college – Impendle campus	ILM, State land, Land owners and farmers associations
Scattered settlements	Rural set-up	Encourage formalisation – LUMS	Town Planning / SDF / LUMS

POTENTIALS	RESOURCE	STRATEGY	CAPACITY
Infrastructure Development Programmes	MIG, Available machinery and equipments	Establishment of projects for infrastructural development and maintenance	Infrastructure and Planning Department
LED Strategy	UMDM, Tourism and Agriculture	Implementation of the strategy	LED component
Intervention of Public and Private sector (PPP)		Strengthen IGR	Mayor and MM

Table B24: Threats

NEGATIVE IMPACTS	SOURCE	STRATEGIC SUSTAINABILITY	CAPACITY
Population Dynamics	Migration, death rate	Increase job and educational opportunities	Industries and colleges
Rural Set-up	History or Tradition	Maintain minimum standards	ILM
HIV/AIDS	Epidemic	HIV/AIDS programme, partnership with NGOs and Dept of Health	Department of Community Services
Crime	Lack of moral skills, motivated youth, unemployment	Municipal collaboration with SAPS' CPFs	ILM, SAPS, OTP, Social Organizations

SECTION D

Vision, Goals, Objectives & Strategies

1. Vision

“A Vision is an effect, something to be pursued for accomplishment, a dream, the desired future, an end, etc. The characteristics of a good vision are: realistic (based in reality to be meaningful for the organisation); credible (believable to be relevant); attractive (inspire and motivate those in the organisation); and the future of an organisation”.

The Municipality amended the previous vision and replaced it with the new vision, as follows:

NEW VISION
“A better life for all people of Impendle through provision of sustainable access to basic services and promotion of social and economic development by 2030”

2. Mission

“A Mission is a cause, something to be accomplished, a statement of purpose of the institution, etc. A mission serves as a filter to separate what is important from that is not. The characteristics of a good mission are: target group (which markets will be served); how (the manner in which target group will be served); “it should communicate” sense of direction; and “should address” SMART principles (must be specific, measurable, achievable, realistic and time-bound)”.

The Municipality’s mission is as follows:

MISSION
Impendle Municipality will strive for the realisation of the vision through its Integrated Development Plan, Back to Basics and the Batho Pele principles by:
② Facilitating delivery of appropriate services and community facilities within acceptable norms and standards;
② Creating sustainable job opportunities and facilitating growth in the local economy;
② Creating opportunities for self-advancement for previously disadvantaged members of the community;
② Facilitating environmentally sustainable development and enhancement of the quality of the environment;
② Building a responsive, caring and accountable Local Government; and
② Creating an enabling environment for everyone to play a meaningful role in the affairs of the Municipality.

3. OBJECTIVES AND STRATEGIES

Municipal Development Strategies and Alignment with National and Provincial Plans

INDEX	NATIONAL KEY PERFORMANCE AREAS	OUTCOME 9 OUTPUT	PDGS	BACK TO BASICS PRINCIPLE	BATHO PELE PRINCIPLES	STRATEGIC PRIORITY (MUNICIPAL GOALS)	IDP REF	STRATEGIC OBJECTIVES	STRATEGY
GOAL: Efficiency of Municipal Administration									
C3	NKPA 1: Municipal Transformation and Organisational Development	Implement a differential approach to Municipal Financing, planning and support	Human Resource Development	Pillar 5: Building Capable Local Government Institutions	Encouraging Innovation and Rewarding Excellence	Developed and capacitated institution and improved cohesion and effectiveness	C3.01	Increase Institutional Capacity and promote transformation	To develop and review Job Descriptions (JDs) for submission to the Job Evaluation Unit (JEU)
							C3.02		Completion of Job Evaluation Project
							C3.03		Development, Submission and Implementation of WSP/ATR
							C3.04		Ensure that funded critical vacant posts are filled, in line with the approved Organogram
							C3.05		Prepare Departmental Reports to Council
							C3.06	To ensure that the Employment Equity Targets are met	Implementation of the Employment Equity Plan
							C3.07		Conduct Employment satisfaction survey for engagement purposes with staff members to align their goals with the objectives of the Municipality

INDEX	NATIONAL KEY PERFORMANCE AREAS	OUTCOME 9 OUTPUT	PDGS	BACK TO BASICS PRINCIPLE	BATHO PELE PRINCIPLES	STRATEGIC PRIORITY (MUNICIPAL GOALS)	IDP REF	STRATEGIC OBJECTIVES	STRATEGY
							C3.08		Develop Departmental Training Plan which will be implemented through the Workplace Skills Plan
							C3.09	To ensure adequate Human Resource Management	Annual review of HR Policies
							C3.10	To Promote Employee Wellness and Health	Implementation of Employee Wellness Programme
							C3.11	and Safety	Review of Health and Safety Policy/plan
							C3.12	To improve administrative support and enhancing capacity within the Department	Attending Conferences/trainings/workshops
							C3.13	To ensure accountability through performance driven operations	Development of Sec 56 Performance agreements with performance plans
							C3.14	To promote A close alignment between IT and Business Units	Monitoring and Supervise implementation of Policies
							C.15	Provide a secure IT infrastructure which delivers appropriate	By ensuring that the ISS Policy is being implemented from the security side

IND EX	NATIONAL KEY PERFORMANCE AREAS	OUTCOME 9 OUTPUT	PDGS	BACK TO BASICS PRINCIPLE	BATHO PELE PRINCIPLES	STRATEGIC PRIORITY (MUNICIPAL GOALS)	IDP REF	STRATEGIC OBJECTIVES	STRATEGY
								levels of data	
C4	NKPA 2: Basic Service Delivery	Improved access to basic services	Strategic Infrastructure	Pillar 2: Delivering Basic Services	Service Standards; Access	Provision of basic infrastructure services	C4.01	To improve access to basic levels of services	Rehabilitation of Municipal existing gravel Roads and bridges
							C4.02		Construction of Community facilities
							C4.03		Development of sports and recreation facilities
							C4.04	To promote universal access to services and improve infrastructure	Monitoring the implementation of all projects
C5.1 and C5.2	NKPA 3: Local Economic Development and Social Development Analysis	Implementation of Community Works Programme and Supported Cooperatives	Inclusive Economic Growth	N/A	Access; Redress;	An environment that promotes the development of the local economy; facilitate job creation and Social Cohesion	C5.1.1	To promote Economic Development	Development of Economic Development Strategy
							C5.1.2		Enterprise development
							C5.1.3	Business Sector Support	Capacity Development to SMME & Cooperatives
							C5.1.4	To create conducive environment for job opportunities	Facilitate programmes for Informal Sector support
							C5.1.5		Venture Business Support
							C5.1.6		Creation of work opportunities
							C5.2.01	To Promote Social Cohesion	Promotion of art and culture activities

IND EX	NATIONAL KEY PERFORMANCE AREAS	OUTCOME 9 OUTPUT	PDGS	BACK TO BASICS PRINCIPLE	BATHO PELE PRINCIPLES	STRATEGIC PRIORITY (MUNICIPAL GOALS)	IDP REF	STRATEGIC OBJECTIVES	STRATEGY
							C5.2.02	and Cultural Awareness	Civil Society and Sectoral Launch
							C5.2.03		To Create awareness on issues related to HIV/AIDS
							C5.2.04	To Promote sports and recreation	Facilitating Annual Sport Events
							C5.2.05	To effectively manage and coordinate	Coordinate Ward Aids Committees
							C5.2.06	HIV/AIDS Response throughout the municipality	Coordinate LAC meeting
							C5.2.07	To Promote Youth Emancipation Within the Community	Endorse Youth Development
							C5.2.08		Distribute CAO's to the schools
							C5.2.09		Functional Youth Office
							C5.2.10		Promote Youth Participation
							C5.2.11		Capacitate youth within the Municipality
							C5.2.12		Critical Skills Awareness Expo
							C5.2.13	To Empower Disabled People and Senior Citizens	Hold Elderly Wellness Programmes through Sports
							C5.2.14		Promote Elderly Participation

INDEX	NATIONAL KEY PERFORMANCE AREAS	OUTCOME OUTPUT	PDGS	BACK TO BASICS PRINCIPLE	BATHO PELE PRINCIPLES	STRATEGIC PRIORITY (MUNICIPAL GOALS)	IDP REF	STRATEGIC OBJECTIVES	STRATEGY
							C5.2.15		Create a platform whereby Senior Citizens can Table their issues and take resolutions
							C5.2.16		Registration of people with disability in the Municipality database for Tertiary education support programme
							C.5.1.7	To promote Economic Development through Tourism	By facilitating support initiatives for local tourism businesses and crafters
							C5.1.8		Promoting conducive environment for the private tourism sector
							C5.1.9		by hosting tourism event that is unique to attract and market Impendle as Tourism destination
							C5.1.10	To improve sustainable livelihood	Monitoring of Progress on all LED projects
C6	NKPA 4: Financial viability and Financial Management	Improve Municipal Financial and Administrative capability	Governance and Policy	Pillar 4: Sound financial management and accounting	Value for money; Openness and Transparency	Sound Financial Management, Systems and Sustainability	C6.01	To ensure excellence in governance and leadership	Increasing accountability and efficiency in the municipality; Improving reporting and oversight; ensuring compliance with legislation

IND EX	NATIONAL KEY PERFORMANCE AREAS	OUTCOME 9 OUTPUT	PDGS	BACK TO BASICS PRINCIPLE	BATHO PELE PRINCIPLES	STRATEGIC PRIORITY (MUNICIPAL GOALS)	IDP REF	STRATEGIC OBJECTIVES	STRATEGY
							C6.02		Sound Financial Management
							C6.03		Increasing accountability and efficiency in the municipality; Improving reporting and oversight; ensuring compliance with legislation
							C6.04	To ensure effective and efficient municipal financial management	Improvement of Cashflow Liquidity & Promotion of sound financial management
									Monitoring of development of the Revenue enhancement strategy
							C6.05	To ensure effective and efficient performance of SCM unit	Implementation and compliance with SCM Policies and Regulations
							C6.07	To Provide skills development programme for staff	Development, Submission and Implementation of WSP/ATR
							C6.08	To improve Financial Viability and Capital Expenditure	Monitoring of Expenditure
							C6.09	To ensure business Continuity through Effective fleet Management	Monitoring of municipal fleet performance

INDEX	NATIONAL KEY PERFORMANCE AREAS	OUTCOME OUTPUT	PDGS	BACK TO BASICS PRINCIPLE	BATHO PELE PRINCIPLES	STRATEGIC PRIORITY (MUNICIPAL GOALS)	IDP REF	STRATEGIC OBJECTIVES	STRATEGY
C7	NKPA 5: Good Governance And Public Participation	Deepen Democracy through a refined ward Committee system	Governance and Policy	Pillar 1: Putting People First Pillar 3: Good Governance	Leadership and Strategic Direction; Information; Courtesy; Open and Transparency; Redress	A sound and transparent corporate governance to promote economic prosperity and participatory local government.	C7.01	To ensure Good governance and Accountable Local Governance	Implementation of the Batho Pele Principles and Service Delivery Improvement
							C7.02	To promote effective Good Governance within the district Family of Municipalities	Participate in the IGR within the District
							C7.03	To promote Public Confidence in the Affairs of the Municipality	Conducting Risk Based and Performance Audits in the Municipality
							C7.04	provide reasonable assurance on the adequacy and effectiveness of the Audit Committee	Implementation of the Audit Plan
							C7.05	To ensure planning, monitoring and evaluation of the ICT processes	Monitoring of the ICT
							C7.06	To provide reasonable assurance on the adequacy and effectiveness of Risk Management	Quarterly Monitoring of the Risk register

IND EX	NATIONAL KEY PERFORMANCE AREAS	OUTCOME 9 OUTPUT	PDGS	BACK TO BASICS PRINCIPLE	BATHO PELE PRINCIPLES	STRATEGIC PRIORITY (MUNICIPAL GOALS)	IDP REF	STRATEGIC OBJECTIVES	STRATEGY
							C7.07	To ensure that the Public is kept informed	Ensure Effective Functioning of Ward Committees
							C7.08		Development of Annual Report in terms of MFMA
							C7.09	To ensure integration of developmental programs and projects in the Municipal area	Development of the IDP Process Plan
							C7.10		Develop comprehensive IDP Document
							C7.11	To ensure accountability through performance driven operations	Development of the SDBIP
							C7.12		Quarterly monitoring of municipal performance
							C7.13	To promote good governance	Coordinate the activities of the portfolio Committees for Corporate & Community and Council
							C7.14		Coordinate stakeholders' and community engagements
							C7.15		Coordinate Government information and services closer to the community
							C7.16		Coordinate the activities of the portfolio committee for infrastructure and Planning
							C7.17		Prepare and submit Service Delivery Business Plan

IND EX	NATIONAL KEY PERFORMANC E AREAS	OUTCOME 9 OUTPUT	PDGS	BACK TO BASICS PRINCIPLE	BATHO PELE PRINCIPLES	STRATEGIC PRIORITY (MUNICIPAL GOALS)	IDP REF	STRATEGIC OBJECTIVES	STRATEGY
							C7.18		Prepare and Implement service delivery improvement plan
							C7.19	To maintain key stakeholder relations with Government Departments and encourage full participation in support of the Thusong Prorammes	Building sustainable partnerships with Government Departments
C2	NKPA 6: Cross Cutting Issues	One window of co-ordination	⇒ Environmental sustainability ;	Pillar 1: Putting People First	Service Standards; Redress	Foster social compacts and enable a resilient, sustainable, quality and inclusive living environment.	C2.01	Promote sustainable Land Use Management	Implementation of the SPLUMA
			⇒ Spatial Equity ;				C2.02	Provide research and plan outputs as required	GIS support to all units of the ILM
			⇒ Human and Community Development				C2.03	Prevention, mitigating and reducing the risk of disastrous incidents	Through building of resilient communities
							C2.04		Through stakeholder engagements
							C2.05		Effective response to disastrous incidents

4. Nxamalala Traditional Settlement Master Plan (N-TSMP)

NXAMALALA TSMP STRATEGIC FRAMEWORK AND IMPLEMENTATION PLAN

CLUSTER OF NEEDS/ ISSUES	CHALLENGES (What to change)	UNDERLYING CAUSES	GOALS (What to change to)	STRATEGY (How to cause the change to happen)
AGRICULTURE AND FARMING	Lack of access to a reliable source of water	(1) Poor planning leading to the lack of dams/water harvesting scheme in the area.	Ensuring the provision of sustainable source of water to the community	(1). The prioritization of construction of a Dam around Inzingi (2). Initiate water harvesting scheme in Nxamalala TC
	Limited agricultural activities in the TC area	(1) Limited access to agricultural for ploughing purposes (2) unsustainable farming practices	(1) Promotion of agriculture (2) increased agricultural activities within the TC area and (3) Sustainable farming practices	(1) Provision of funding and equipment for agricultural purposes (2) Improved access to agricultural land in Madiphini, KwaKhetha, Ntokozweni, KwaMlaba, Phindangene and KwaGomane (3) Increased production through modern farming technologies (4) exposure and training of community on available business/agro-processing. (5) Ensuring that sustainable cattle production practices are followed especially through supporting the community with the development of Cow dips.(6) Creation of Cooperatives to allow for easy access of grants.
	Unprotected grazing land /farming land	Grazing land not fenced leading to invasion by cattles	Protection of grazing/farming land	Fencing of farms located closer to residential properties and communal farms.
	Livestock theft	Unbranded/unmarked livestock	Protection of livestock	Ensuring that livestock properly branded and marked
	Lack of local agricultural market	Produce yielding is inadequate to sustain the community nor allow for commercialized farming	Creation of sustainable jobs and income generation through agriculture and farming	Promotion the creation of a market

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HUMAN DEVELOPMENT	Low levels of higher education attainment.	1. High levels of poverty and unemployment 2. Limited funding opportunities. 3. Limited access to available funding information. 4. Limited telecommunication/ wireless network coverage in the area.	Improve the level of education and opportunities.	1. Promote partnerships with higher learning institutions to ensure training/ exposure on career guidance/development/mentorship programmes. 2. Improve communication on available funding/scholarships/learnerships/bursary opportunities for matriculants. 3. Community to initiate KwaNxamalala Education Trust Fund to assist financial needy learners through monthly developer(owner) contribution levies/donations. 4. Provide training for learners with no matric and ABET classes for the elderly. 5. Ensure that there is an improved telecommunication/ wireless coverage in the area. 6. Assist community with accessing ID documents and education on SAQA accreditation to ensure legitimacy of qualifications/institutions.

	Inadequate educational facilities	<p>1.Pre-existing backlogs.</p> <p>2. Population increase and poor planning for TCs.</p> <p>3.Community action plans and discussion with sector departments were not met.</p>	Sufficient provision of social facilities and services in the area	<p>1.Development of Creches in Madiphini, Macksam, Qutshini.</p> <p>2.Development of community skills centers in Mahlutshini and KwaNovuka.</p> <p>3.Upgrade and conversion of KwaNxamalala School into a functional TVET College</p> <p>4.Development of a special school for children with disabilities for the Stoffelton, Gade, Halfdalle and Clearance areas.</p> <p>5. Utilisation of community hall at Mahlutshini as a skills center to assist pupils with no matric.</p> <p>6.Provide training with no matric and ABET classes for the elderly .</p> <p>7.Assist the community with accessing Identity Documents (IDs).</p> <p>8. Community education of SAQA accreditation to ascertain legitimacy of qualifications/institution</p>

SOCIO-ECONOMIC	High levels of unemployment	1.High rates of poverty 2. Lack of higher education attainment and skills. 3. Lack of job opportunities	Reduction of unemployment rate	1. Sustainable job creation through agriculture and tourism sectors. 2. Promotion of partnerships between local municipality and private sector for job creation 3. Training and mentoring support for young enterprenuers and local businesses 4. Creation of "Job Shop" consisting of NXamalala's skilled labour force database including people with technical expertise such as electrians, brick layers and painters. 5. Establishment of cooperatives for agriculture project and others. 6. Increase the availability of

				EPWP jobs.
	High levels of poverty	1. High unemployment rate 2. High dependancy on grants. 3. High prevelance of child headed households	Poverty alleviation	1. Improve nutrion through feeding scheme for for needy. 2. Continious training, education and community skill development. 3. Community supported to access funding, business plan development, training and mentorship opportunities for existing and future businesses.

SOCIAL SERVICES AND FACILITIES	Inadequate social facilities and services in the area.	1.Pre-existing backlogs. 2. Population increase and poor planning for TCs. 3.Community action plans and discussion with sector departments were not met.	Suffient provision of social facilities and services in the area	1. Establishment of a pensioner's pay point/ station at Inzinga, KwaThunzi, Macksam and Ntokozweni 2.Provision of Sports fields in Upper Mkhuzeni,Lower Mkhuzeni, Mahlutshini, Gonsini, Qutshini and Macksam. 3. Renovation of existing sports fields servicing Soffelton, Gade, Halfdale and Clearane areas; KwaKhetha and Ntokozweni. 4. Upgrade of existing community halls to be used/converted into Libraries in Soffelton, Gade, Halfdale and Clearane areas; Macksam and Come and See. 5.Development of community library in Mahlutshini, Madiphini, KwaNovuka (satelite library). 6. Development of a community hall at kwaThunzi, Brington,
				KwaKhetha and KwaNovuka. 7. Development of a clinic in Nguga and Stoffel, Gade, Halfdale and Clearane areas. 8. Increased budget for Reed Dance in Shalfish &Gonsini and Come and See

BULK SERVICES AND INFRASTRUCTURE	Lack of water supply to individual households and community facilities	<ol style="list-style-type: none"> 1. Lack of planning for provision of water supply to household. 2. Absence of water supply related infrastructure. 3. Existing stand pipes and taps not all functional at Nxamalala 	Sufficient water supply to households and community facilities	<ol style="list-style-type: none"> 1. Provide households with water reserving facilities i.e JoJo tanks. 2. Construction of dams and standby water tanks at Shalfish & Gonsini, KwaMgodi & Mbaliyezwe, Upper Mkhuzeni, Come and See and Kwakhetha 3. Provision of communal stand pipes at Khalweni & Qutshini, Stoffel, Gade, Halfdale and Clearane.
	Lack of provision of electricity to households	<ol style="list-style-type: none"> 1. Pre-existing backlogs 2. Lack of intergrated planning. 	Adequate provision of electricity in the area	<ol style="list-style-type: none"> 1. Installation of apollo lights in the entire Nxamalala TC 2. Ensure provision of electricity at Shalfish & Gonsini, KwaMgodi & Mbaliyezwe, Upper Mkhuzeni, Stoffel, Gade, Halfdale and Clearane, Lower Mkhuzeni, MahluTshini, Come and See, and Ntokozweni (infill households)

	<p>1. Transportation (Insufficient roads; High rate of accidents; High risk travel route to school; Delapidated roads; Long distance travels to and from taxi/bus stop in reference to households) and 2. Access (lack of formal/demarcated access paths to individual households, lack of easy access into main roads and challenges with crossing rivers during heavy rain season)</p>	<p>1. Lack of planning 2. No speed calming implementations. 3. Pedestrian walkways involve crossing of rivers which is hazardous during heavy rains. 4. No maintenance of existing roads.</p>	<p>Improved access and road transportation infrastructure.</p>	<p>1. Construction of new roads at Emadwaleni, Emzumbe, Emakholweni, Mazwendoda, Mbaliyezwe 2. Road upgrades at Mahlabatini at Mbaliyezwa, Mgodini, Nguga and Ntshiyabanthu, Bringtong and Kwazondi, Similo bar and Come and See, Ntokwezani, Macksem, kwaMlaba, Mapanekeni, 3. Construction of foot and vehicle bridge at Come and See, Macksem, 4. Install speed humps/bumps at Bringtong</p>
	<p>Insufficient and delapidated housing</p>	<p>1. Pre-existing backlogs 2. Lack of integrated planning.</p>	<p>Provision of sustainable human settlements.</p>	<p>1. Construction of integrated sustainable human settlements at Shalfish & Gonsini, Madiphini, Macksan, Inzinga (Infill development), Lower Makhuzeni, Lotheni, Mahlutshini, Come and See, Ntokozweni and KwaMlaba . 2. Upgrading of existing Settlements in the TC. 3. Explore different housing typologies.</p>

	Low telecommunication/ wireless network coverage within the Nxamalala TC	1.Undulating terrain 2. Weak signal strength due to distance from existing cellmasts.	Improved telecommunication/ wireless network coverage	Improve telecommunication by cellmasts and wireless network by fibre optic cables.
	Lack of provision of sanitation services and facilities	Pre-existing backlogs and poor planning of TC areas	Provision of adequate and dignified sanitation services and facilities	Strategic provision of sanitation services and infrastructure as part of addressing the backlogs.
	Increased risk of fire and death tolls due to lightning	Households located within disaster prone areas with limited mitigation measures applied	Reduced risk of fire and number of deaths due to lightning	Installation of lightning conductors

SECTION E

Strategic Mapping and Implementation Plan

1. Strategic Mapping

1.1. SDF/ SDMP Report Outline and Purpose

Impendle Municipality is in the process of finalizing its Spatial Development, Local Economic Development and Environmental Management frameworks. It was decided that due to the integrated nature of these three frameworks, it would make sense to have them produced within one document so that there is consistency and balance between the opportunities and constraints and how this resolves itself spatially.

The SDMP comprised three phases: the Inception phase, the Status Quo or Situational Analysis phase, and the Integration phase where all three frameworks are brought together and arising from this, recommendations made for implementation. The process therefore had to cover the following:

- Preparation of a project charter or business plan
- A Situational Analysis or Status Quo Report
- A Spatial Development Framework report
- An Environmental Management Framework
- An Economic Development Framework
- An Implementation Framework (including business plans for projects arising out of the SDMP)

The Spatial Development Framework, Economic Development Framework and Environmental Management Framework together with the Implementation Framework were integrated into one report during the third phase of the process.

Public participation during this process was through interviews with councilors (for the Economic Framework), workshops with Ward Development Committees and community committees in the nodal

areas. The aim was to get an understanding of the spatial, environmental and economic issues which were of concern to local communities.

1.2. Key Underpinnings of the SDMP

The SDMP is underpinned by a set of principles that are common to all three frameworks. These principles are sustainability, good governance, cost-effectiveness (in terms of service delivery particularly), integration, competitive advantage, diversity and environmental management.

With these basic principles in mind, the **conceptual framework** for the SDMP is built on the concepts of:

- **Accessibility:** generating a broader and greater set of opportunities and provide access to these opportunities on a sustainable basis. This concept drew strongly on the guidance provided by the NSDP and KZN PSEDs which identifies a grid of accessibility across the province.
- **Landscape:** that there are basically three distinct landscapes – urban, rural and wilderness – and the balance between these essentially provides that “sense of place” that people experience and identify with. This concept helped to clarify the role and function of settlements within Impendle and what parameters should define the different types of settlement and land use.
- **Sustainability:** in the context of this SDMP this means that sustainability of the natural ecosystems and resource base is essential to protect the irreplaceable life support systems on which human well-being, and particularly rural livelihoods, depends.

The municipal vision was acknowledged, but in addition, a spatial vision and set of objectives was added. This spatial vision is:

“The long term spatial vision for Impendle is to manage the spatial form of its human settlements and activities in a manner that preserves environmental integrity, while promoting local economic development in a way which recognises that it is only through careful stewardship of the natural resource base which will allow future generations to continue to live and work sustainably within the municipality.”

The SDMP objectives are set out as follows:

- i. Place Impendle more firmly on the accessibility grid through the improvement of link routes through the municipality.
- ii. Contain settlement within urban edges which will have the effect of increasing the costeffectiveness of service supply, creating more sustainable environments for human settlement and for local economic development and most importantly, prevent encroachment into productive agricultural and natural environments which should be maintained for income generation and biodiversity purposes.
- iii. Promote land use management practices that take cognisance of Impendle’s unique position as a critical water source and catchment area for the uMngeni River Catchment and the uMkomazi Rivers, both major water resources within the Province.
- iv. Promote healthy agricultural land use management practices and sound agricultural practices that will enhance Impendle income through its agricultural outputs and ensure the sustainability of production from its agricultural lands in the long-term.

- v. Promote land use management practices that ensure the long term sustainability of the natural environment both in terms of prevention of degradation by maintaining biodiversity; included in this objective is to maintain the approaches or buffer to the Ukuhlamba – Drakensberg Park World Heritage Site.
- vi. Promote land use management practices that will enhance both the natural and built environment making the municipality attractive to tourists and enable the establishment of a range of tourism opportunities.
- vii. Ensure that the objectives can be implemented on the Ingonyama Trust land within the municipality.

The **current spatial form** of the municipality is one that is dictated to a large extent by a combination of the rugged topography (western Impendle), the agricultural potential (largely eastern Impendle) and the road infrastructure combined with land tenure patterns which have given rise to the particular settlement patterns within the municipality.

The **proposed spatial form** in the SDF / SDMP 2010 review has been built up on the different layers of landscape, accessibility, environment and economy and provides a long term view (50 years) for the Municipality to strive towards achieving.

The **landscape layer** defines those areas within Impendle that can be classified as urban landscapes (where the nodes are identified for further growth and investment), the rural landscapes which comprise scattered and/or low density rural settlement as well as agricultural areas (grazing and arable) and wilderness landscapes which are those areas that have been proclaimed as nature or game reserves (eg. within the UDPWHS) or are considered important enough to warrant special management or protection.

The **environmental layer** was built up through an integration of data on vegetation types, species data, transformation threats, biodiversity targets and optimum resource utilisation. This resulted in a two areas – negotiable and non-negotiable in the planning and development domain. A non-negotiable area is considered to be an irreplaceable and highly significant area that needs to be maintained in its natural state in order to ensure the continued existence and functioning of species and ecosystems and the delivery of critical ecosystem services. The negotiable areas are essentially the remainder of the municipality and are areas which are not essential for meeting biodiversity targets but which still play an important role in supporting the ecological functioning of non-negotiable areas and assisting in delivering ecosystem services that support socio-economic development such as water provision, carbon sequestration¹ and sustainable rural livelihoods.

The **economic land use framework** guides the location of future economic activities relating specifically to conservation, settlement (including business / commerce) and agriculture. This framework stresses that the effects of poor and inefficient land use systems will have a negative impact on the economic development potential of high potential agricultural land as well as on the economic potential of the settlements and nodes/centres within Impendle. It stresses that from an economic point of view, settlement edges need to be defined and adhered to. It examines the economic potential of conservation

¹ The removal and storage of carbon from the atmosphere in carbon sinks (such as oceans, forests or soils) through physical or biological processes, such as photosynthesis. Planting forests is a way of increasing carbon sequestration. This long-term storage of carbon mitigates the effects of global warming (Sources: www.greenfacts.org and Wikipedia)

areas, areas where there should be limited grazing only, and arable land potential and opportunities. The tourism potential of the area is a prime focus of the economic framework, principally because of Impendle's proximity to the Ukhahlamba-Drakensberg Park World Heritage Site, but also because of its own, as yet, unrealised potential. The business or commercial framework focused on the need to create a greater degree of local income circulation rather than the current income leakage out of the municipality. The possible roles the different development nodes could play in creating a "ring of markets" is discussed as is the potential to expand production opportunities.

The spatial and infrastructural framework is in essence, an **accessibility framework**, which focuses on four main issues:

- Making Impendle municipality part of a Provincial through route, and not a peripheral area off the main routes, in other words, placing it firmly on the provincial accessibility grid
- Through setting out policy principles on the levels of service and levels of accessibility, direct further development away from the sensitive area close to the UDPWHS and as far as possible, out of the buffer zone of the Park
- Encourage the development of the small, existing settlements that will be on, or very close to the proposed new provincial through route in order to improve the opportunity for sustainability of these settlements. Capital investment will therefore be directed away from sensitive areas and towards areas of greater economic opportunity
- Through the same policy principles on levels of service and accessibility, encourage only certain nodes to grow, and contain the spread of the remaining rural settlements so that they do not compromise the potential of arable and grazing lands, or of ecologically sensitive areas which provide both ecosystem goods and services, as well as provide potential income from tourism.

This section highlights the accessibility model for World Heritage Sites and Conservation Areas and suggests how Impendle fits practically into that model. Detail on the model is provided in the SDMP phase 3 reports.

institutional structures within the municipality and as partnerships between the municipality and the community through the ward committees.

- vi. Outside of the management areas there are a number of rural settlements that will also have controls to prevent further settlement spread; to control type of land use and prevent further densification of development within those areas.
- vii. It is proposed to upgrade the current road network on the route from the Dargle area, through to Impendle then on to Underberg and the Eastern Cape as part of Department of Transport's inter-provincial network development. This will place Impendle on the national public transportation grid and provide opportunities for investment and growth in the Management Areas each of which is strategically located along a major transport route.
- viii. It is proposed to create a tourism route out of the Himeville – Lotheni – Nottingham Road route, with the road maintaining its gravel surface in keeping with the principles of accessibility within the buffer zone and of the model as set out in section 3.2.6 of the SDMP.

The table below summarises the intention of the SDMP in terms of the development of the nodes within the proposed management areas within Impendle:

AREA / NODE	Incorporates the following:	Key characteristics and development controls
Standard controls for all nodes / centres in Impendle Intent: to make the town/nodes more efficient economically and more cost-effective to service and to make them more attractive to investment		
		<ul style="list-style-type: none"> • Urban edge defined, allowing for expansion of commercial/service area and of residential areas up to that boundary (realistic growth projections must be taken into account) • Densification permitted within the nodes • Maximum lot size to be stipulated for residential purposes
Standard controls for all rural settlements in Impendle Intent: to limit settlement sprawl and ensure that the rural character of the area is retained, predominantly with land use activities agricultural in nature.		
Impendle Management Area	Impendle Town	Principal administrative centre for the municipality, multi-functional service centre for business/commercial and residential purposes
	Gwanovuga, Ntshinini, Nhlabankosi, Gomane (e), GaKeta, Gomane (w), Fikesuthi, Smilobha, Sithunjwana, Phindangeni, Kamensi	Rural settlements which are to remain as rural settlements with a defined settlement edge with no further densification permitted. Other than basic level services, commercial and business applications are to be directed towards Impendle Town.
Nzinga Management Area	Nzinga node Nzinga / Mzumbe and Cibehlihle (Compensation),	Commercial and service centre for the surrounding rural settlements. Cibelihle, by virtue of its existing

		density, is considered a second growth node within this management area
	Dwaleni, Enguka,	Rural settlements which are to remain as rural
Stoffelton - Ntwasahlobo Management Area	Shiyabantu, Godcini, Shellfish, Mgodì (e), Mgodì (w), Mkomaze, Ukukhanya, Clairvaux Mission Station area	settlements with a defined settlement edge with no further densification permitted. Other than basic level services, commercial and business applications are to be directed towards the Nzinga node. The settlements and their surrounding land are focused on the agricultural potential of the Nzinga valley
	Stoffelton node Ntwasahlobo	Commercial and service centre for the surrounding rural settlements. Ntwasahlobo by virtue of having an existing mix of land use (school, shops) is a second node within this management area
Stepmore – Mqatsheni Management Area	Isupaneng, Clerence, Brotheni/ Netherby, Makhuzeni upper, Makhuzeni lower, Mkhomozana settlements	Rural settlements which are to remain as rural settlements with a defined settlement edge with no further densification permitted. Other than basic level services, commercial and business applications are to be directed towards the Stoffelton node. The focus in this management area is the protection of the high value agricultural land surrounding the settlements and going down to the Mkhomazana River
	Stepmore node Mqatsheni	Lower order service and limited commercial and tourism centre, located on the proposed Tourism route from Nottingham Road through Lower Lotheni to Himeville. Existing services to be maintained and no higher level of services provided. This node is recognised as a long-established settlement, but it is close to the UDPWHS and well within the buffer zone of the Park. The urban edge should allow for some additional growth, but this should be limited with any substantial growth or expansion directed towards better opportunities and service levels at the other nodes in the municipality (eg. Nzinga, Impendle, Stoffelton)

	Stepmore – Mqatsheni link Bucklands Farm, Vauxhall, Littledale, Maguswana,	These rural settlements are well within the buffer zone of the Park and very close to the Park boundary. For that reason, no further densification should take place outside of the defined Stepmore node (commercial and residential area). Mqatsheni is outside of Impendle and within KwaSani Municipality but the two areas are connected and should be managed as one. Mqatsheni is a long established settlement (over 100 years) and therefore existing services should be supported. As far as possible, however, it should remain as a limited services area with limited agricultural development which must take into account the sensitivity of the area and the boundary of the Park.
	Ngqiya Node	Ngqiya Rural Settlement
		The character of the rural settlement should be maintained with limited level of service provision.
		The focus is on livestock and small scale agricultural production
Boston Node		Boston node Agricultural service centre with emphasis on specialist services rather than residential development which should remain limited. Focus is on protecting the high value agricultural land surrounding the node.
Lower Lotheni Node	Lower Lotheni node	Tourism node which forms gateway to UDPWHS for the resorts in this area. Specialist service centre with no residential development except that necessary to service the tourism business at the node.

1.4. Land Use Management System

1.4.1. Parameters for a Land Use Management System

Research into guidelines for Land Use Management Systems has been undertaken under the auspices of the KwaZulu Natal Planning and Development Commission.

In light of the rural nature of the Impendle Municipality, it is likely that a Rural Scheme Policy would be the most appropriate method of approach to land use management.

Tools to land use management include land use management schemes, clauses and conditions, by-laws, licensing, general property information, valuation rolls etc.

Local Area Development Plans have been used as a means of coordinating and promoting development, particularly in identified development nodes in Management Areas where land consolidation and acquisition is critical to achieving economic growth and development in these areas.

A Town Planning Scheme exists for the Impendle Village. This lies outside of, but surrounded by the Tribal Area boundary, and is administered in terms of the Town Planning Ordinance, No. 27 of 1949, as amended. This will need to be reviewed from time to time particularly in the light of the delegation of planning functions to Local Municipalities in terms of the Planning and Development Act.

Ideally a spatial planning unit should be established as part of the municipal staff structure to administer the LUMS and associated scheme clauses in all identified urban areas (Management Areas) and rural areas. A full description of institutional arrangements proposed for planning is included in the SDMP report.

1.4.2. Programs and Projects for the Development of Land

The following programs flow from the above:

- The setting up of a unit and/or mechanism to cover spatial planning in the municipality including a Council Sub-Committee to consider planning matters and report to Council
- The setting up and regular updating of a data base to include:
 - The cadastral base plan for the municipality
 - Satellite imagery
 - Land use
 - The Spatial Development Framework
 - Rural Scheme Policy
 - The Impendle Town Planning Scheme
 - Any other information relevant to spatial planning
- To participate in the District level planning initiatives and forums.

The following projects are put forward:

- Review of the Spatial Development Framework on a 5 year basis
- Preparation of a Land Use Management System which will include a policy for rural areas
- Review of the Rural Scheme Policy on a 5 year basis
- Review of the Impendle Town Planning Scheme on a 5 year basis
- Setting up of a GIS and related computer system to store and update planning information
- Annual updating of planning information
- Setting up and maintaining a development application administrative system
- Preparation of Management Area plans for identified nodes and management areas – this includes defining the urban and rural settlement edges
- Agricultural Report to cover promotion of agriculture and land reform
- Local Tourism Plan
- Water Resource Management Plan
- Review of the Environmental Management Framework on a 5 year basis

The above programs and projects will need to be refined, business plans prepared, and costs set out. These would need to be included in the Council's capital investment framework.

1.4.3. Strategic Assessment of the Environmental Impact of the Spatial Development Framework

The existing environmental information has been taken into consideration in preparation of the Spatial Development Framework (SDF) input.

Once a more refined SEA/EMP has been prepared, this will need to be included as part of a review of the SDF.

Every development proposal will need to include both a planning and environmental assessment at an appropriate level of detail as a minimum requirement for submission.

1.4.4. Alignment with the District Spatial Development Framework

Alignment of the SDF should be coordinated at a District level through its IDP Alignment Program. The IDP Program for Alignment is identified as a critical area in particular as far as it relates to those projects which have a cross-border influence such as tourism and infrastructure projects.

The SDMP has identified areas of non-alignment: the principal anomaly is the identification of the regional link to the Eastern Cape from the Midlands. The District SDF has that link as the proposed tourism route from Nottingham Road through Lotheni to Himeville and Underberg. This SDF review (SDMP) identifies this regional link as being from the Dargle area of the Midlands, through Impendle Town, Nzinga and Stoffelton through to Underberg directly. This links the main nodes of Impendle into a regional access corridor and draws the main transport activity with associated nodes away from the boundaries of the UDPWHS.

The District IDP Alignment Programme should review the SDFs of the municipalities adjoining Impendle within uMgungundlovu District as well as those municipalities within Sisonke District. Section 4.4 of the SDMP details all the alignment issues.

2. Implementation Plan

2.1. Capital Projects for 2020/21

Strategic Objective: To improve access to basic levels of services through rehabilitation of Municipal existing gravel Roads

Responsibility: Infrastructure and Planning Services Department

PROJECT PRIORITY LIST FOR THE YEAR 2020/2021

WARD 1 FOR THE YEAR 2020/2021					WARD 2 FOR THE YEAR 2020/2021				

No.	Project Name	Status	Est Costs	No.	Project Name	Status	Est Costs
1	Upper Makhuzeni Road Regravelling	Registered			Brington Commuity Hall	Registered	
2	Emakhaladini Road - Regravelling	Registered			Sawongo Re-gravelling Road	Registered	
3	Esidakeni Creche	Registered					
4	Jayizi Pedestrian Bridge	Registered			Extension of Mazeka Road		
	TOTAL				TOTAL		
WARD 3 FOR THE YEAR 2020/2021				WARD 4 FOR THE YEAR 2020/2021			
No.	Project Name	Status	Est Costs	No.	Project Name	Status	Est Costs
1	Kwakhetha Hall	Registered			Buthelezi Road - Regravelling	Registered	
2	Fikesuthi Hall	Registered			Masimini Road	Registered	
3	Qutshini Creche	Registered			Gomane School Gravel Road	Registered	
4	Novuka Community Hall	Registered					
	TOTAL				TOTAL		
	TOTAL FOR THE ENTIRE IMPENDLE						11,719,000.00

2.2 Five (5) Year Projects Implementation Plan

The Municipality has successfully implemented the Capital projects using the MIG and Small Town Rehabilitation Grant:

- Gravel Roads
- Community Facilities such as Community Halls, Crèches and Thusong Community Centre ☐ Affordable Housing Project's (RDP)

The following are the projects planned for 2017-2018 to 2021-2022 Financial Years:

	Ward	2017-18	2018-19	2019-20	2020-21	2021-22
Nhlathimbe Gravel Road	1	R 1 350 000				
Makholweni Gravel Road	1	R 3 060 000				
Pninkukhu Gravel Road	1		R 1 300 000			
MadwaleniGravel Road	1			R 1 350 000		
Nkangala Gravel Road	1		R 1 350 000			
Nkangala Gravel Road	1				R 1 350 000	
Upper Makhuzeni Gravel Road	1			R 1 350 000		
Sidwedwe Gravel Road	1				R 1 350 000	
Basiyeni Gravel Road	1					R 1 350 000
Jayizi Pedestrian Bridge	1				R1 350 000	
Ntuthuko Gravel Road	2	R 1 350 000				
Mecksam Gravel Road	2	R 1 350 000				
Maromini Gravel Road	2		R 1 350 000			
Payipini Gravel Road	2		R 1 350 000			
Spayikazi Gravel Road	2			R 1 350 000		
brington Gravel Road	2			R 1 350 000		
Kukhanyeni Gravel Road	2				R 1 350 000	
Extension of Mazeka Road					R1 350 000	
Ntokozweni Gravel Road	3	R 1 350 000				
Wozobona Gravel Road	3	R 1 350 000				
KwaNdlela Gravel Road	3		R 1 350 000			

Khamndeni Gravel Road	3		R 1 350 000			
Bonelokuhle Gravel Road	3			R 1 350 000		
Vimbabanye Gravel Road	3			R 1 350 000,00		
Enkukhwini Gravel Road	3				R 1 350 000,00	
Mandaba Gravel Road	3				R 1 350 000,00	
Dikoni Gravel Road	3					R 1 350 000,00
Ayi Gravel Road	3					R 1 350 000,00
Gravel Road	3			R 1 350 000,00		
Engulubeni Gravel Road	3					R 1 350 000,00
Novuka Community Hall					R1 350 000	
Asia Gravel Road	4	R 1 350 000,00				
Zuzulwazi (Mbhele) Gravel Road	4	R 1 350 000,00				
Willow 2 Gravel Road	4		R 1 350 000,00			
Forever Gravel Road	4		R 1 350 000,00			
Sphephe Gravel Road	4			R 1 350 000,00		
Gasa 2 Gravel Road	4			R 1 350 000,00		
Hlelolusha Gravel Road	4				R 1 350 000,00	
Vezokuhle Gravel Road	4				R 1 350 000,00	
Gomane School Gravel Road	4				R 1 350 000,00	
Village Roads	3					
Holly Road	3			R 689 000,00		
New Road	3	R 3 000 000,00				

Total						R 56 699 000,00

Impendle Catalytic Projects

I1 ENTERPRISE DEVELOPMENT: ABASUTHE AGRIC. COOPERATIVE										
Project Description	Abasuthe Agriculture Cooperative (part of the Rural Enterprise and Industrial Development (REID) Programme)									
Official Ref No.					Municipality	Impendle				
Coord (South)	S: 29°38’02.07”				Coord (East)	E: 29°44’46.35”				
Implementer	Rural Development and Land Reform				Funding	Rural Enterprise and Industrial Development (REID) - (KZN DRDLR)				
2014 SDF Component			Investment Category		Sector			Catalytic Projects		
Agricultural Resource Base			Economic		Agribusiness			Needs		
PROJECT PRIORITISATION										
Competency	Provincial	Province Catalytic	3	Relate To SDF	3	Value (5=High)	2	Regional Impact (5=High)	2	Project Rating
Completion Date	2019	Job Creation (5=High)	2	Timeframe (5=Immediate)	4	Progress (5=Plan in Place)	4	Funding (5=Available)	4	24
BUDGET										
Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21	Budget 2021/22	Estimated / Approved Budget				
						To determine				

I2 ENTERPRISE DEVELOPMENT: CLARENCE RED MEAT

Project Description	Clarence Red Meat (part of the Rural Enterprise and Industrial Development (REID) Programme)
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Official Ref No.						Municipality	Impendle				
Coord (South)	S: 29°37’09.4”					Coord (East)	E: 29°39’59.4”				
Implementer	Rural Development and Land Reform					Funding	Rural Enterprise and Industrial Development (REID) - (KZN DRDLR)				
2014 SDF Component			Investment Category			Sector			Catalytic Projects		
Agricultural Resource Base			Economic			Agribusiness			Needs		
PROJECT PRIORITISATION											
Competency	Provincial	Province Catalytic	3	Relate To SDF	3	Value (5=High)	2	Regional Impact (5=High)	2	Project Rating	
Completion Date	2019	Job Creation (5=High)	2	Timeframe (5=Immediate)	4	Progress (5=Plan in Place)	4	Funding (5=Available)	4	24	
BUDGET											
Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21	Budget 2021/22	Estimated / Approved Budget					
						To determine					

I3 ENTERPRISE DEVELOPMENT: STHUNJWANA COOP										
Project Description	Sthunjwa Cooperative (part of the Rural Enterprise and Industrial Development (REID) Programme)									
Official Ref No.					Municipality	Impendle				
Coord (South)	29°37'28.03"S				Coord (East)	29°50'59.63"E				
Implementer	Rural Development and Land Reform				Funding	Rural Enterprise and Industrial Development (REID) - (KZN DRDLR)				
2014 SDF Component			Investment Category		Sector			Catalytic Projects		

Agricultural Resource Base			Economic			Agribusiness			Needs		
PROJECT PRIORITISATION											
Competency	Provincial	Province Catalytic	3	Relate To SDF	3	Value (5=High)	2	Regional Impact (5=High)	2	Project Rating	
Completion Date	2019	Job Creation (5=High)	2	Timeframe (5=Immediate)	4	Progress (5=Plan in Place)	4	Funding (5=Available)	4	24	
BUDGET											
Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21	Budget 2021/22	Estimated / Approved Budget					
						To determine					

I4 ENTERPRISE DEVELOPMENT: INTSHIYABANTU COOP										
Project Description	Intsyabantu Cooperative (part of the Rural Enterprise and Industrial Development (REID) Programme)									
Official Ref No.					Municipality	Impendle				
Coord (South)	29°37'16.39"S				Coord (East)	29°47'13.79"E				
Implementer	Rural Development and Land Reform				Funding	Rural Enterprise and Industrial Development (REID) - (KZN DRDLR)				
2014 SDF Component			Investment Category		Sector			Catalytic Projects		
Agricultural Resource Base			Economic		Agribusiness			Needs		
PROJECT PRIORITISATION										
Competency	Provincial	Province Catalytic	3	Relate To SDF	3	Value (5=High)	2	Regional Impact (5=High)	2	Project Rating
Completion Date	2019	Job Creation (5=High)	2	Timeframe (5=Immediate)	4	Progress (5=Plan in Place)	4	Funding (5=Available)	4	24

BUDGET						
Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21	Budget 2021/22	Estimated / Approved Budget
						To determine

I5 IMPENDLE MAIZE MILL										
Project Description		Impendle maize mill is a agricultural initiative aimed at farmers. This project will assist the maize growers to have a resource to mill their produce.								
Official Ref No.					Municipality		Impendle			
Coord (South)					Coord (East)					
Implementer		Economic Development, Tourism and Enviromental Affairs - KZN EDTEA			Funding		To determine			
2014 SDF Component				Investment Category		Sector			Catalytic Projects	
Agricultural Resource Base				Economic		Agribusiness			Enabler	
PROJECT PRIORITISATION										
Competency	Provincial	Province Catalytic	3	Relate To SDF	3	Value (5=High)	3	Regional Impact (5=High)	4	Project Rating
Completion Date	2020	Job Creation (5=High)	3	Timeframe (5=Immediate)	2	Progress (5=Plan in Place)	2	Funding (5=Available)	1	21
BUDGET										
Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21	Budget 2021/22	Estimated / Approved Budget				
						To determine				

I6 TLA: PORTION 0 OF THE FARM KIMBERLEY NO: 17873	
Project Description	TLA: Portion 0 of the farm Kimberley No: 17873 (focus on settlement and beef)

Official Ref No.						Municipality	Impendle			
Coord (South)						Coord (East)				
Implementer	Rural Development and Land Reform					Funding	To determine			
2014 SDF Component			Investment Category			Sector		Catalytic Projects		
Agricultural Resource Base			Land Reform			Agriculture		Enabler		
PROJECT PRIORITISATION										
Competency	Provincial	Province Catalytic		Relate To SDF		Value (5=High)		Regional Impact (5=High)		Project Rating
Completion Date	2019	Job Creation (5=High)		Timeframe (5=Immediate)		Progress (5=Plan in Place)		Funding (5=Available)		0
BUDGET										
Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21	Budget 2021/22	Estimated Approved Budget /				
		R4 030 646				R4 030 646				

I7 IMPENDLE DAM				
Project Description	Impendle Dam (Project not clearly define - further information to be sourced).			
Official Ref No.		Municipality	Impendle	
Coord (South)		Coord (East)		
Implementer	Water Affairs / Umgeni Water		Funding	To determine
2014 SDF Component		Investment Category	Sector	Catalytic Projects

Environmental Resource Base			Infrastructure			Bulk Water		Major Enablers		
PROJECT PRIORITISATION										
Competency	National / Parastatal	Province Catalytic	4	Relate To SDF	5	Value (5=High)	4	Regional Impact (5=High)	3	Project Rating
Completion Date	2021	Job Creation (5=High)	4	Timeframe (5=Immediate)	1	Progress (5=Plan in Place)	1	Funding (5=Available)	1	23
BUDGET										
Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21	Budget 2021/22	Estimated / Approved Budget				
						To determine				

18 SMITHFIELD DAM

Project Description	Smithfield Dam (Project not clearly define - further information to be sourced).									
Official Ref No.					Municipality	Impendle				
Coord (South)					Coord (East)					
Implementer	Water Affairs / Umgeni Water				Funding	To determine				
2014 SDF Component			Investment Category			Sector		Catalytic Projects		
Environmental Resource Base			Infrastructure			Bulk Water		Major Enablers		
PROJECT PRIORITISATION										
Competency	National / Parastatal	Province Catalytic	4	Relate To SDF	5	Value (5=High)	4	Regional Impact (5=High)	3	Project Rating
Completion Date	2021	Job Creation (5=High)	4	Timeframe (5=Immediate)	1	Progress (5=Plan in Place)	1	Funding (5=Available)	1	23

BUDGET						
Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21	Budget 2021/22	Estimated / Approved Budget
						To determine

19 HOUSING: K04080004 IMPENDLE VILLAGE

Project Description	Provision of 500 housing units in terms of the Project Linked Subsidy of the Department of Human Settlement					
Official Ref No.	K04080004/1		Municipality	Impendle		
Coord (South)	-29.601169		Coord (East)	29.869463		
Implementer	Impendle Municipality		Funding	Human Settlements (KZN DoHS)		
2014 SDF Component		Investment Category		Sector		Catalytic Projects
Infrastructure and Housing Development		Human Settlements		Human Settlements		Needs

PROJECT PRIORITISATION

Competency	Local	Province Catalytic	2	Relate To SDF	5	Value (5=High)	3	Regional Impact (5=High)	2	Project Rating
Completion Date	2021	Job Creation (5=High)	4	Timeframe (5=Immediate)	5	Progress (5=Plan in Place)	5	Funding (5=Available)	5	31

BUDGET

Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21	Budget 2021/22	Estimated / Approved Budget
		R1 000 000	R4 380 200	R4 380 200	R4 708 729	R10 088 929

110 HOUSING: K14050023 IMPENDLE WARD 2 PHASE 2

Project Description	Provision of 500 housing units in terms of the Rural Subsidy of the Department of Human Settlement					
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Official No.	Ref	K14050023/2				Municipality		Impendle			
Coord (South)						Coord (East)					
Implementer		Impendle Municipality				Funding		Human Settlements (KZN DoHS)			
2014 SDF Component				Investment Category		Sector			Catalytic Projects		
Infrastructure and Housing Development				Human Settlements		Human Settlements			Needs		
PROJECT PRIORITISATION											
Competency	Local	Province Catalytic	2	Relate To SDF	5	Value (5=High)	3	Regional Impact (5=High)	2	Project Rating	
Completion Date	2019	Job Creation (5=High)	4	Timeframe (5=Immediate)	5	Progress (5=Plan in Place)	5	Funding (5=Available)	5	31	
BUDGET											
Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21	Budget 2021/22	Estimated / Approved Budget					
		R9 033 640				R9 033 640					

I11 HOUSING: K14050024 IMPENDLE WARD 4 PHASE 2

Project Description		Provision of 500 housing units in terms of the Rural Subsidy of the Department of Human Settlement					
Official Ref No.		K14050024/2		Municipality		Impendle	
Coord (South)				Coord (East)			
Implementer		Impendle Municipality		Funding		Human Settlements (KZN DoHS)	
2014 SDF Component			Investment Category		Sector		Catalytic Projects
Infrastructure and Housing Development			Human Settlements		Human Settlements		Needs
PROJECT PRIORITISATION							

Competency	Local	Province Catalytic	2	Relate To SDF	5	Value (5=High)	3	Regional Impact (5=High)	2	Project Rating
Completion Date	2019	Job Creation (5=High)	4	Timeframe (5=Immediate)	5	Progress (5=Plan in Place)	5	Funding (5=Available)	5	31
BUDGET										
Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21	Budget 2021/22	Estimated / Approved Budget				
		R14 026 320				R14 026 320				

I12 HOUSING: K14050020 - IMPENDLE WARD 3 PHASE 2

Project Description	Provision of 500 housing units in terms of the Rural Subsidy of the Department of Human Settlement									
Official Ref No.	K14050020/1					Municipality	Impendle			
Coord (South)						Coord (East)				
Implementer	Impendle Municipality					Funding	Human Settlements (KZN DoHS)			
2014 SDF Component			Investment Category		Sector			Catalytic Projects		
Infrastructure and Housing Development			Human Settlements		Human Settlements			Needs		
PROJECT PRIORITISATION										
Competency	Local	Province Catalytic	2	Relate To SDF	5	Value (5=High)	3	Regional Impact (5=High)	2	Project Rating
Completion Date	2021	Job Creation (5=High)	4	Timeframe (5=Immediate)	5	Progress (5=Plan in Place)	5	Funding (5=Available)	5	31
BUDGET										
Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21	Budget 2021/22	Estimated / Approved Budget				

		R14 093 750	R11 691 288	R11 691 288	R20 302 683	R46 087 721				
I13 IMPENDLE BULK WATER SUPPLY SCHEME PHASE 2 - STEPMORE & LOTHENI PIPELINES										
Project Description	Stepmore & Lotheni Pipelines and Reservoirs This project is a secondary bulk however the commisioning will depend on the water supply from stepmore river abstraction and wtw which is the primary bulk. The recommendation is to align the primary and secon									
Official Ref No.				Municipality	Impendle					
Coord (South)				Coord (East)						
Implementer	UMDM - Water Services Provision			Funding	(UMDM)					
2014 SDF Component		Investment Category		Sector		Catalytic Projects				
Infrastrucure and Housing Development		Infrastrucure		Water		Needs				
PROJECT PRIORITISATION										
Competency	District	Province Catalytic	1	Relate To SDF	5	Value (5=High)	5	Regional Impact (5=High)	3	Project Rating
Completion Date	2019	Job Creation (5=High)	4	Timeframe (5=Immediate)	3	Progress (5=Plan in Place)	5	Funding (5=Available)	2	28
BUDGET										
Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21	Budget 2021/22	Estimated / Approved Budget				
						R31 250 000				

I14 NKANGALA WATER SUPPLY SCHEME	
Project Description	Construction of water reticulation network with communal stand pipes In terms of the water supply this reticulation project depends on the completion and commissioning of Stepmore wtw, lotheni pipeline and reservoirs.
Official Ref No.	
	Municipality
	Impendle

Coord (South)						Coord (East)					
Implementer	UMDM - Water Services Provision					Funding	(UMDM)				
2014 SDF Component			Investment Category			Sector			Catalytic Projects		
Infrastructure and Housing Development			Infrastructure			Water			Needs		
PROJECT PRIORITISATION											
Competency	District	Province Catalytic	1	Relate To SDF	5	Value (5=High)	4	Regional Impact (5=High)	2	Project Rating	
Completion Date	2019	Job Creation (5=High)	4	Timeframe (5=Immediate)	3	Progress (5=Plan in Place)	5	Funding (5=Available)	2	26	
BUDGET											
Budget 2016/17	Budget 2017/18	Budget 2018/19		Budget 2019/20		Budget 2020/21		Budget 2021/22	Estimated / Approved Budget		
									R12 500 000		

I15 NHLAMBAMASOKA,KHATHIKHATHI & NHLATHIMBEE WATER SUPPLY SCHME

Project Description	This project comprises of the following:											
Official Ref No.						Municipality	Impendle					
Coord (South)						Coord (East)						
Implementer	UMDM - Water Services Provision					Funding	(UMDM)					
2014 SDF Component				Investment Category			Sector			Catalytic Projects		
Infrastructure and Housing Development				Infrastructure			Water			Needs		
PROJECT PRIORITISATION												
Competency	District	Province Catalytic	1	Relate To SDF	5	Value (5=High)	5	Regional Impact (5=High)	2	Project Rating		

Completion Date	2019	Job Creation (5=High)	4	Timeframe (5=Immediate)	3	Progress (5=Plan in Place)	5	Funding (5=Available)	2	27
BUDGET										
Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21	Budget 2021/22	Estimated / Approved Budget				
						R29 836 244				

I16 MAHLUTSHINI WATER SUPPLY SCHEME- UPGRADE

Project Description	This project comprises of the following:									
Official Ref No.					Municipality	Impendle				
Coord (South)					Coord (East)					
Implementer	UMDM - Water Services Provision				Funding	(UMDM)				
2014 SDF Component			Investment Category		Sector			Catalytic Projects		
Infrastructure and Housing Development			Infrastructure		Water			Needs		
PROJECT PRIORITISATION										
Competency	District	Province Catalytic	1	Relate To SDF	5	Value (5=High)	4	Regional Impact (5=High)	2	Project Rating
Completion Date	2019	Job Creation (5=High)	4	Timeframe (5=Immediate)	5	Progress (5=Plan in Place)	5	Funding (5=Available)	2	28
BUDGET										
Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21	Budget 2021/22	Estimated / Approved Budget				
						R13 066 319 438				

I17 IMPENDLE BULK WATER SUPPLY SCHEME PHASE 1 - CONSTRUCTION OF STEPMORE WTW

Project Description	Construction of Stepmore WTW This project is funded and implemented by Umgeni water									
Official Ref No.						Municipality	Impendle			
Coord (South)						Coord (East)				
Implementer	Umgeni Water					Funding	(UMDM)			
2014 SDF Component			Investment Category			Sector		Catalytic Projects		
Infrastructure and Housing Development			Infrastructure			Water		Needs		
PROJECT PRIORITISATION										
Competency	District	Province Catalytic	1	Relate To SDF	5	Value (5=High)	5	Regional Impact (5=High)	3	Project Rating
Completion Date	2019	Job Creation (5=High)	4	Timeframe (5=Immediate)	3	Progress (5=Plan in Place)	5	Funding (5=Available)	2	28
BUDGET										
Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21	Budget 2021/22	Estimated / Approved Budget				
						To determine				

I18 IMPENDLE BULK WATER SUPPLY SCHEME PHASE 3 - NZINGA WTW

Project Description	Nzinga WTW This project is funded and implemented by Umgeni water									
Official Ref No.					Municipality	Impendle				
Coord (South)					Coord (East)					
Implementer	Umgeni Water				Funding	(UMDM)				
2014 SDF Component		Investment Category			Sector		Catalytic Projects			

Infrastructure and Housing Development			Infrastructure			Water		Needs		
PROJECT PRIORITISATION										
Competency	District	Province Catalytic	1	Relate To SDF	5	Value (5=High)	5	Regional Impact (5=High)	3	Project Rating
Completion Date	2019	Job Creation (5=High)	4	Timeframe (5=Immediate)	3	Progress (5=Plan in Place)	5	Funding (5=Available)	2	28
BUDGET										
Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21	Budget 2021/22	Estimated / Approved Budget				
						To determine				

I19 IMPENDLE O & M : WATER SUPPLY (EXEC & COUNCIL - WSP)										
Project Description		Repairs and maintenance of water networks								
Official Ref No.		TEC002_4				Municipality	Impendle			
Coord (South)						Coord (East)				
Implementer		UMDM - Water Services Provision				Funding	(UMDM)			
2014 SDF Component			Investment Category			Sector		Catalytic Projects		
Infrastructure and Housing Development			Infrastructure			Water		Needs		
PROJECT PRIORITISATION										
Competency	District / Local	Province Catalytic	1	Relate To SDF	5	Value (5=High)	5	Regional Impact (5=High)	2	Project Rating
Completion Date	2018	Job Creation (5=High)	4	Timeframe (5=Immediate)	1	Progress (5=Plan in Place)	5	Funding (5=Available)	5	28
BUDGET										

Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21	Budget 2021/22	Estimated / Approved Budget
	R6 868 324	R7 280 423				R14 148 747

I20 IMPENDLE BULK WATER SUPPLY SCHEME PHASE 4 - MAKHUZENI, NZINGA, ENGUGA & KWANOVUKA PIPELINES AND RESEVOIRS

Project Description	Makhuzeni, Nzinga, Enguga & KwaNovuka Pipelines and Reservoirs This project is a secondary bulk however the commissioning will depend on the water supply from Inzinga river abstraction and wtw which is a primary bulk. The recommendation is to align the p					
Official Ref No.				Municipality	Impendle	
Coord (South)				Coord (East)		
Implementer	UMDM - Water Services Provision			Funding	(UMDM)	
2014 SDF Component		Investment Category		Sector		Catalytic Projects
Infrastructure and Housing Development		Infrastructure		Water		Needs

PROJECT PRIORITISATION

Competency	District	Province Catalytic	1	Relate To SDF	5	Value (5=High)	5	Regional Impact (5=High)	3	Project Rating
Completion Date	2019	Job Creation (5=High)	4	Timeframe (5=Immediate)	3	Progress (5=Plan in Place)	5	Funding (5=Available)	2	28

BUDGET

Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21	Budget 2021/22	Estimated / Approved Budget
						R41 250 000

I21 IMPENDLE BULK WATER SUPPLY SCHEME PHASE 5 - KWANOVUKA AND GOMANE PIPELINES

Project Description	KwaNovuka and Gomane Pipelines This project is a secondary bulk however the commissioning will depend on the water supply from Inzinga river abstraction and wtw which is a primary bulk. The recommendation is to align the primary and secondary bulk such					
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Official Ref No.					Municipality	Impendle				
Coord (South)					Coord (East)					
Implementer	UMDM - Water Services Provision				Funding	(UMDM)				
2014 SDF Component			Investment Category		Sector			Catalytic Projects		
Infrastructure and Housing Development			Infrastructure		Water			Needs		
PROJECT PRIORITISATION										
Competency	District	Province Catalytic	1	Relate To SDF	5	Value (5=High)	5	Regional Impact (5=High)	3	Project Rating
Completion Date	2019	Job Creation (5=High)	4	Timeframe (5=Immediate)	3	Progress (5=Plan in Place)	5	Funding (5=Available)	2	28
BUDGET										
Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21	Budget 2021/22	Estimated / Approved Budget				
						R22 500 000				

I22 IMPENDLE PRIORITY DISTRICT RURAL CONNECTING ROAD (P170 TO P127)			
Project Description	<p>The Impendle Priority District Rural Connecting Road: Road from Impendle P130 (blacktop) joins P127 - (mostly blacktop - has 2.7km gravel) Turn right onto P129 (gravel). Upgrade of gravel section of P127 to blacktop. P129 (blacktop/gravel - link to P27</p>		
Official Ref No.		Municipality	Impendle
Coord (South)		Coord (East)	
Implementer	Transport (DoT)	Funding	Transport (KZN DoT)

2014 SDF Component			Investment Category			Sector		Catalytic Projects		
Movement System			Infrastructure			Roads		Enabler		
PROJECT PRIORITISATION										
Competency	Provincial	Province Catalytic	2	Relate To SDF	5	Value (5=High)	2	Regional Impact (5=High)	4	Project Rating
Completion Date	2021	Job Creation (5=High)	2	Timeframe (5=Immediate)	1	Progress (5=Plan in Place)	1	Funding (5=Available)	1	18
BUDGET										
Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21	Budget 2021/22	Estimated / Approved Budget				
						To determine				
I23 NZINGA IREDC										
Project Description	Nzinga IREDC (dense rural - high poverty - secondary agricultural land - ITB land - near site of proposed Impendle dam, Mkhomazi and Nzinga rivers - south-east of Mkhomazi Nature Reserve). (Further information to be sourced)									
Official Ref No.					Municipality	Impendle				
Coord (South)					Coord (East)					
Implementer	Economic Development, Tourism and Enviromental Affairs - KZN EDTEA				Funding	To determine				
2014 SDF Component			Investment Category			Sector		Catalytic Projects		
Nodal Development			Nodes			New Nodes		Enabler		
PROJECT PRIORITISATION										
Competency	Provincial	Province Catalytic	3	Relate To SDF	3	Value (5=High)	3	Regional Impact (5=High)	2	Project Rating

Completion Date	2019	Job Creation (5=High)	3	Timeframe (5=Immediate)	2	Progress (5=Plan in Place)	2	Funding (5=Available)	1	19
BUDGET										
Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21	Budget 2021/22	Estimated / Approved Budget				
						To determine				

SECTION F BUDGET SUMMARY

1. MUNICIPAL FINANCIAL PLANNING MUNICIPAL FINANCIAL PLANNING

The purpose of the financial plan is to set out details of the financial issues that need to be addressed in a financial year. It is meant to be a tool to highlight any financial shortcomings. Financial planning is the arrangement of financial data for the purpose of developing a strategic plan to effectively manage revenue, expenditure, assets and liabilities to meet short, medium and long-term goals and objectives. It is therefore imperative to scrutinize the state of the municipal finances with regards to possible future income sources and the areas where such income is likely to be applied given the present level of backlogs and community priorities.

The Financial Plan is a tool that is generally used by municipalities to translate the contents of the IDP so as to ensure alignment of budget and IDP and also that budget is funded and that Cash is actually available to implement projects in terms of Municipal IDP objectives. In order to ensure that projects identified in the IDP are implemented through sound financial planning, the municipality needs to ensure that the financial plan is developed specifying the projects to be undertaken, the associated time frames within which they are to be completed as well as sources of funding for the projects.

1. BUDGET SUMMARY

Table 1: Budget Summary for 2020/2021

HIGHLIGHTS OF ANNUAL BUDGET 2020/2021

The following is a split of budget into GFS/votes as follows:

	TOTAL REVENUE BUDGET	GFS % over total budget	R 67 835 000
1	Executive and Council	16	R 10 731 000
2	Finance and Administration	33	R 22 506 000
3	Community and Social Services	16	R 11 077 000
5	Planning and development	35	R 23 522 000

	TOTAL EXPENDITURE BUDGET	GFS % over total budget	R 59 280 000
1	Executive and Council	20	R 12 128 000
2	Finance & Administration	65	R 38 594 000
3	Community and Social Services	08	R 4 517 000
4	Planning and development	07	R 4 042 000

HIGHLIGHTS OF OPERATING INCOME

Property rates

- The municipality has compiled a new and third general valuation roll in terms of the Municipal Property Rates Act. Property rates tariffs are based on the new valuation roll compiled and are in line with the 6% inflationary increase as guided by National Treasury circulars.
- Property rates amounts to R6, 8 million rand after considering revenue forgone. An amount of R214 000 is erroneously included as other income and will be corrected to make the total property rates R7million.
- Public service infrastructure applicable have been phased out as per the amended MPRA.

Service Charges-Refuse Removal

- These have also been budgeted at a 6% increase after considering vat output payable to SARS.
- These are only limited to village residents and business category customers.

Rental of Facilities

- Rental of municipal facilities comprise of Thusong centre, Community hall, Market stalls and other operational assets that are expected to yield an income of R797 000. The non-moveable assets are on a contractual basis with variable percentiles per tenant. However, an amount of R781 000 has been misallocated to interest on outstanding debtors and will be corrected upon the final budget.

Investment Revenue

- At 2% of revenue generation excluding DORA allocations, the municipality envisages that conditional grants will be utilised in full.
- History has also shown that DORA allocations to be received and before utilisation yield on average interest of over R1 million per annum as per audited AFS. The municipality has budgeted this line item at R1, 050 million.

Transfers Recognised-Operational

- The municipality is mostly funded by grants revenue that comprise 81 % of operational revenue.
- Provincial Gazetted Operational allocations are made up as follows: Library Provincialisation of R1, 8 million and Community Library Services of R226 000.

Transfers Recognised - Capital

- Capital grant revenue as gazetted amounts to R11, 670 million and comprises of Municipal Infrastructure Grant from National Treasury.

Other Revenue

- This relates to rentals either land that has not been utilised and office space (Thusong Services Centre). Agreements in place have variable percentage increase and these relate to Home Affairs, Department of Social Development, Education Department, uMgungundlovu District Municipality, and Independent Electoral Commission and is maintained as agreed upon.

- Interest earned on outstanding debts are anticipated to yield R174 000 as municipality is on a huge drive to collect all outstanding monies due from customers. This extends to tracing of customers in all forms and there is a significant movement in this programme. Correction to this line item will be done on the final budget.
- Licenses and permits have been budgeted at R33 000 and relate to taxi permits and business licenses.
- Agency services is budgeted at R45 000 and relates to contractual agreement between the Municipality and Department of Transport: Motor Licensing and is commission based per vehicle license renewal and licensing transactions.
- The R3, 8million relates to rates clearance certificates, photocopies and faxes, tender fees, and LGSETA refunds due to training of employees and Councillors. Except for LGSETA revenue, other revenue has been budgeted at 6% increment when compared to previous year.
- Included above is an amount of R2 million that the municipality is expected to yield from SARS relating to VAT refunds. This is based on MIG and other related operational expenses that have vat implications.
- Further, the municipality is on the drive to survey ERF 10000 and once done it will be subdivided and disposed accordingly. The sale of the stands are expected to yield an amount of R1, 5 million and this amount is included in the total value of R3,8 million above.

HIGHLIGHTS OF OPERATING EXPENDITURE

Employee Related Costs / Councillors Remuneration

- Inflationary increments of 6% for Councillors and Management have been made whilst officials have been budgeted as per circular no. 6/2018 mandate from South African Local Government Bargaining Council and these are at 6,25%.
- The above increment does not take employee notch movements into account. That will be performed once the salary TASK levels are received from SALGA once the JOB Evaluation has completed with wits task of evaluating job descriptions. This has also been viewed as a much-anticipated standard of living increase across the board.
- The Councillor allowances are budgeted against the existing government gazette no 42134 dated 21 December 2018. Municipal Mayor is budget on the full-time basis with a resolution being adopted at full council whilst other councillors on a part time basis as the Municipality is a plenary.

- Senior Management packages are budgeted against the existing government gazette no 42023 dated 08 November 2018.
- Another important factor is the filling of critical vacant posts, per the municipal organogram, in relation to daily operations and for achieving effective service delivery to the community. These posts will be budgeted for as the need to fill them arise.

Debt Impairment / Depreciation & Asset Impairment

- Debt impairment relates to long overdue customer accounts over 90 days. It is a non-cash item and is budgeted at a rate being the difference of the cash the municipality intends to collect and what is not collectable from customers. This line item has been budgeted at R1, million.
- Depreciation and asset impairment are budgeted at current year assets to be acquired at different rates and at different procurement stages. Depreciation will always be estimated due to timing differences of procuring municipal assets. When compared to the 2019/20 annual budget, the Municipality has decreased its 2020/21 budget to R3.2 million incorporating estimated assets impairments.

Finance Changes

- These relate to bank charges. ABSA loan that acquired in the financial year 2014/15 for capital expenditure has been settled.

Transfers & Grants

- Transfers and grants the municipality can afford relate to Free Basic Electricity that is paid to Eskom on behalf of the community.
- There is an increase in value budgeted as the indigent register gets compiled annually and new members of the community are registered and are legible to receive the FBE. Another factor to consider is the increase in electricity tariff when Eskom applies to NERSA for such.

OTHER OPERATIONAL EXPENDITURE

Other Expenditure

- Contracted services indirectly have been budgeted at R7, 1 million due to most expenditure items that are committed have been shown under General Expenditure. This is in line with the new mSCOA definitions of contracted services.

- General expenditure relates to operational expenses such as telephone, water and electricity, stationery items etc. These have been split according to the attached schedule as compiled by the municipality. Categories that have been utilised in relation to SA1 are Community, Administration, ICT, etc.

Capital Budget

- Slight increase from previous year as per Divisions of Revenue Act allocations. Capital allocation amounts to R11, 670 million when compared to R11, 719 million in previous year relating to MIG.

The bulk of the operating revenue of the municipality is derived from the equitable share allocation as well as conditional grants from both national and provincial governments. The total annual operating expenditure proposed for Impendle Local Municipality for the 2020/2021 is R59, 2 million inclusive of non-cash items. Non-cash items amount to R4, 7 million made of debt impairment and depreciation and asset impairment.

The following are the main operating expenditure areas:

- Staff and Councillors Related Costs - R 35 727 000
- General Expenses – R 17 752 000
- Repairs and Maintenance – R 1 033 000

Apart from staff costs, our draft annual operating budget focuses on the implementation of the Municipal Property Rates, Provision for depreciation, Free Basic Electricity, etc. as outlined in the Municipal Integrated Development Plan (IDP).

Repairs and maintenance are budgeted at R1 033 000 against total operational expenditure due to municipal infrastructure being fairly new and budgets towards these assets will increase in future budgets.

Capital Revenue and Expenditure

The bulk of the capital revenue of the municipality is derived from the following Grants:

Municipal Infrastructure Grant allocation 2020/21 Financial year	- R 11 670 000
MIG includes 5% allocated to Project Management Unit (PMU)	
COGTA Provincial funded projects	- R Nil

Table 2: General Expenses with a Direct Impact on Communities

Description	2020/2021 Budget
Art, Culture & Heritage	100 000.00
Tourism	80 000.00
Bursaries	200 000.
Elderly	31 560.00

Disaster	60 000.00
HIV	20 000.00
Sports	250 000.00
Youth	30 000.00
Disability Support	30 000.00
Free Basic Electricity	3 300 000.00
LED Strategy Business Plans & Implementation	42 080.00
Expanded Public Works Programme	1 160 000.00
TOTAL	5 303 640.00

Table 3: Capital Expenditure

LIST OF CAPITAL PROJECTS FOR 2020/21						
Number	Vote	Description	Funding	Amount '000	New/Existing	Ward
1	Infrastructure & Planning	Jayizi Pedestrian Bridge	MIG	2 900,000	New	1
2	Infrastructure & Planning	Gomane School Gravel Road	MIG	3 600,000	New	4
3	Infrastructure & Planning	Extension of Mazeka Road	MIG	1 200,000	New	2
4	Infrastructure & Planning	Novuka Community Hall	MIG	1 400,000	New	3
TOTAL MIG				9 100,000		

EXECUTIVE SUMMARY OF 2020/2021, 2022, and 2023 ANNUAL BUDGET

	2020/2021	2021/2022	2022/2023
REVENUE			
Equitable Share Grant	35 971 000	38 102 000	39 818 000
Conditional Grants-Opex & Capex	19 027 000	18 518 000	26 357 000
Property Rates and other income	12 837 000	11 728 000	12 372 000
Total Revenue	67 835 000	68 348 000	78 547 000
EXPENDITURE			
Salaries and Allowances	31 229 000	31 709 000	33 759 000
Councillors Remuneration	4 498 000	4 717 000	4 948 000
General Expenses	23 553 000	23 879 000	32 201 000
Capital Expenditure	11 670 000	12 295 000	19 753 000
Total Expenditure	70 950 000	72 600 000	90 661 000
Surplus/(Deficit)	-3 115 000	-4 252 000	-12 114 000

NB: The annual budgeted deficit is derived after accounting for non-cash items such as depreciation and asset impairment, debt impairment and property rates income forgone.

9. DoRA ALLOCATIONS FOR 2020/21 FINANCIAL YEAR

Finance Management Act grant-FMG	2 300 000
Equitable Share-ES	35 971 000
Municipal Infrastructure Grant-MIG	11 670 000
Library Grant	1 809 000
Library Services-Cybercadet	226 000
EPWP	1 284 000
Special Support	1 738 000
Total	54 998 000

LIST OF CAPITAL PROJECTS FOR 2020/2021					
Number	Description	Asset class	Amount '000	New/Existing	Ward
1	Jayizi Pedestrian Bridge	Bridges	2 900,866	New	1
2	Gomane School Gravel Road	Roads	3 600,313	New	4
3	Extension of Mazeka Road	Roads	1 200,000	New	2
4	Novuka Community Hall	Halls	1 400, 000	New	3
7	PMU		578,600	New	N/A

WAY FORWARD

The municipality has to intensively embark on a program to improve its revenue. At present the municipality is largely funded by grants received from Provincial & National transfers. The implementation of the Municipal Property Rates Act is costing the Municipality more money than what the municipality can collect but there is improvement in collection. With the implementation of the new General Valuation Roll, the municipality aims to improve its cash position with a phased-in approach on tariffs increments in the years post the implementation of the Valuation Roll in 01 July 2020.

SECTION G
Annual Operational Plan (SDBIP)

Attached as Annexure C

SECTION H
Organisational & Individual Performance Management System

1. Introduction

The Municipal Planning and Performance Management Regulations stipulate that a municipality’s Organisational Performance Management System (OPMS) must entail a framework that describes and represents how the municipality's cycle and processes of performance planning, monitoring, measurement, review, reporting and improvement will be conducted, organised and managed, including determining the roles of the different role-players.

In line with the said legal requirement the municipality has developed an OPMS Framework; this framework is seen as a policy document that will set out:

- The requirements that the Impendle Municipality’s OPMS will need to fulfil,
- The principles that must inform its development and subsequent implementation,
- The preferred performance management model of the Municipality, - The process by which the system will work,
- The delegation of responsibilities for different roles in the process and - A plan for the implementation of the system.
- The process of managing performance

The cycle of performance management in Impendle Municipality commences with performance planning followed by performance monitoring, performance measurement, performance analysis, performance reporting and lastly performance review. The outcome of the performance review feeds back into the performance planning process.

- Roles and responsibilities of Impendle Municipal Structures in Performance Management System

DESIGNATION	ROLE
Municipal Council	Approval and Oversight
Ward Committees	Participation
Municipal Manager	Monitoring
IDP/PMS Manager	Establish, Monitor and report
Internal Audit	Monitor and review
Audit Committee	Oversight review

MPAC	Oversight
Senior Management	Implement
Communities	Monitoring and participation

Objectives of the Impendle Municipality Performance Management System

The objectives of Impendle Municipality Performance Management System are to achieve the following:

Municipality's OPMS is the primary mechanism to monitor, review and improve the implementation of its IDP and to gauge the progress made in achieving the objectives set out in the IDP. **The system should fulfill the following objectives:**

- To facilitate increased accountability

The performance management system should provide a mechanism for ensuring increased accountability between the local community, politicians, the Municipal Council and the municipal management team.

- To support municipal oversight

The performance management system should support oversight by the Council and community over the performance of the Municipal Administration.

- To facilitate learning and improvement

The OPMS should facilitate learning in order to enable the Municipality to improve delivery.

- To provide early warning signals

It is important that the system ensures decision-makers are timeously informed of performance related risks, so that they can facilitate intervention where necessary.

- To facilitate decision-making

The performance management system should provide appropriate management information that will allow efficient, effective and informed decision-making, particularly on the allocation of resources. The objectives listed above are not exhaustive, but summarise the intended benefits of the system. These intended objectives should be used to evaluate and review the performance management system on a regular basis.

The link between the OPMS and Back to basics

The municipality ensures the link between the two. When developing the Organizational Performance Plan, the municipality considers the back to basics five pillars as well as the identified challenges which

are put into the municipal support plan. As well as ensuring the sustainability of achievements, the back to basics indicators forms part of the organizational performance. These are monitored on an on-going basis, with quarterly and monthly progress reports being produced.

Impendle Municipality is actively participating in the back to basics programme since its implementation. Quarterly and monthly reports are prepared and submitted to the Department of Cooperative Governance and Traditional Affairs. Progress meetings coordinated by the Provincial department are attended. The municipality will incorporate B2B pillars in the organizational performance plan for the purposes of closely monitoring of progress.

I ANNEXURES

Government and Public Sector Participation, Private Sector and Community Involvement Report (Communication Plan-Annexure 3 Attached)

The public participation process was undertaken in November 2017 through visiting of the Izigodi (subwards) in order to discuss projects and the review of the IDP. These engagements yielded comments that have been attached as a separate annexure to this document.

This was followed by a reprioritization process which was then finalized during the month of March 2018.

The IDP and Budget public participation campaign for the 2018/19 and beyond IDP was undertaken at Impendle during the month of May 2018 where there were public meetings held.

In order to increase efficiency in engaging community in the affairs of the municipality, Council had employed the Ward Administrators who are computer literate and reside in the respective wards. These are working closely with Ward Committee members, Councillors and Officials of the Municipality and other organisations.

It is anticipated that the same broad categories as above will still be applicable and therefore these issues have been utilized as part of the needs analysis and identification of priority issues in the Municipality.

2. Spatial Development Framework (SDF)

3. Disaster Management Plan

4. LED Strategy

5. Ward Based Plans

6. 2020/21 Draft SDBIP

7. Indigent Policy

